

**PEER REVIEW
COORDINATING DRAFT**

**TASK ANALYSIS
FOR**

**PROVIDE TRANSPORT SERVICES
(CRITICAL COMBAT FUNCTION 28)**

AS ACCOMPLISHED BY A BATTALION TASK FORCE

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**Task Analysis for Provide Transport Services
as Accomplished by a Battalion Task Force.
Critical Combat Function 28 (CCF 28)**

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13. ABSTRACT (Maximum 200 words) The purpose of CCF 28 is to provide transport services to move (load, unload, transload) cargo, equipment and personnel by surface or air so that they arrive at the proper time, location and in the proper condition necessary to support the tactical plan and the commander's intent. The outcomes include: 1. Task force transports needed personnel, supplies and equipment to all subordinate elements in a timely manner. 2. Task force evacuates personnel, EPWs and damaged equipment from the battlefield and transports to next echelon of care/support, if necessary. 3. Task force requests/coordinates with brigade and forward support battalion for additional air or ground transportation support, if needed.			
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PREFACE

This task analysis of **Provide Transport Services, Critical Combat Function 28** (CCF 28), is an intermediate product of the process of developing a training strategy for the CCF. The analysis reflects tasks, products, participants and processes in sequence necessary to providing maintenance for a heavy battalion task force.

CRITICAL COMBAT FUNCTIONS: *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

The battle phases PLAN, PREPARE, and EXECUTE relate to the entire battalion task force (TF) battle vice phasing for this particular CCF.

The provision of transportation service is a continuous task force function. Within the TF there is continuous flow of requests, reports, and actions necessary to transport personnel, supplies and equipment of the task force. Since the analysis must have a start point, the CCF begins with the receipt of the brigade warning order (Planning Phase), continues through the preparation of the task force for battle (Preparation), provision of transportation support during the ensuing engagement (Execution), and, following the engagement, on through consolidation and reorganization of the TF in preparation for a continuation or change of mission. This analysis identifies the tasks that the TF Commander, the TF staff, key officers and NCOs and subordinate elements of the TF must perform to accomplish the functions of CCF 28. The focus is on transportation assets within the TF (i.e., Support Platoon) and assets provided as a result of coordination made with the BSA. This is not an analysis of brigade and forward support battalion transportation activities. "The task of transportation is to ensure that all required personnel and supplies are delivered to the point of need on time." (FM 100-10, pg. 9-1)

The establishment of the TF portion of the Brigade Support Area (BSA) and the Task Force Trains are essential to the provision of combat service support to all members of the task force. CCFs 28 (Transport), 29 (Supply), 30 (Personnel), 31 (Maintenance), and 33 (Battlefield Casualty Treatment and Evacuation) are encompassed under CSS. The establishment and operation of the TF trains is addressed in the task analysis of CCF 29 (Supply), thereby focusing the current analytic effort of this key activity in one CCF and providing one source for training strategy developers. In keeping with this logic the normally recurring sustainment functions required by the TF for day-to-day operations (e.g., the "housekeeping" activities) are also addressed in CCF 29. It is understood that the CSS activities performed by the TF Trains organization extend throughout all mission phases and interact with most other CCFs. The CCF that interact with CCF 28 are identified in this task analysis with accompanying explanations of the interface.

The level of detail and the tasks were selected by the analyst as important to the analysis of the CCF from the perspective of the TF training strategy. Compliance with branch training strategies and proficiency at MTP tasks and subtasks are recognized to be the responsibility of TF subordinate commanders. However, some tasks and subtasks are critical to TF success; these, then, are included in this analysis because the TF commander may wish to emphasize them in his training guidance.

In this analysis, subtask titles are taken directly from the appropriate ARTEP Mission Training Plan (MTP); derived titles that may apply to only part of a subtask or some other element of the MTP; to multiple subtasks from different, but related, tasks; or to a task that is not directly stated in the MTP, but is implied by other tasks or by requirements in an applicable field manual (FM) or other related document. While the wording of each task is sometimes a direct quote from the MTP, generally, the wording of the tasks is an integration of tasks and requirements from the MTPs, applicable FMs, and other documents.

**INDEX OF
CRITICAL COMBAT FUNCTIONS**
Grouped By Battlefield Operating System (BOS)

INTELLIGENCE	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
MANEUVER	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
AIR DEFENSE	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
FIRE SUPPORT	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Jamming
	(11)	Conduct Battlefield PsyOps
	(12)	Employ Chemical Weapons
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Gunfire
MOBILITY AND SURVIVABILITY	(15)	Coordinate, Synchronize and Integrate Fire Support
	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide Decontamination
COMMAND AND CONTROL	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
COMBAT SERVICE SUPPORT	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BATTALION TASK FORCE OPERATIONS

CRITICAL COMBAT FUNCTION: *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

- I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.
 1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:
 - a. Reconnaissance and Surveillance plan.
 - b. Integrated threat templates (doctrinal; event; input to DST).
 - c. Terrain and Weather analysis.
 2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units); this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:
 - a. Information collected as a result of R & S plan.
 - b. Continuous information collection and acquisition from all sources.
 3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:
 - a. Evaluation of threat information.
 - b. Evaluation of physical environment information.
 - c. Integration of intelligence information.
 - d. Development of enemy intentions.
 - e. Development of targeting information.
 - f. Preparation of intelligence reports.
 - g. Update of situational template.
 - h. Provision of battlefield area reports.
 4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:
 - a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.

- b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- c. Dissemination of battlefield reports.

II. **Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

1. **CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation for movement.
- c. Movement, mounted and dismounted; on and off road.
- d. Closure of movement — tactical assembly area; tactical positions.
- e. Navigation.
- f. Force protection.
- g. Air movement.

2. **CCF (6) Engage Enemy with Direct Fire and Maneuver** — Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation of engagement areas.
- c. Rehearsals of battle plans.
- d. Pre-combat prepare to fire checks.
- e. Target acquisition.
- f. Fire control and distribution.
- g. Fratricide.
- h. Conduct close combat.
- i. Integration of direct fire with maneuver.
- j. Control of terrain.
- k. Prestocked ammunition.
- l. Resupply during operations.
- m. Maintenance during operations.
- n. Consolidation and reorganization.

III. **Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support BOS

addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1. **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:
 - a. Subordinate element OPORD preparation and dissemination.
 - b. Prepare to fire checks.
 - i. Rehearsals.
 - c. Pre-combat checks.
 - d. Development of order to fire.
 - e. Tactical movement.
 - f. FDC operations.
 - g. Target engagements with illumination, smoke, HE.
 - h. Sustainment operations.
2. **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:
 - a. Fire Support — Maneuver unit rehearsals.
 - b. FSE operations during the preparation and execution phase of the battle.
 - c. FSO and FIST operations in coordination with their maneuver commander.
 - d. Positioning and movement within the maneuver unit sector or zone.
 - e. Indirect fire missions in support of maneuver commander's concept and intent.
 - f. Sustainment operations.
 - g. Indirect fire planning as battlefield METT-T change.
3. **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:
 - a. Air-ground attack requests.
 - b. Air space coordination and management.
 - c. Air Liaison Officer, Forward Air Controller; other Army Fire Support Coordination Officer; USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.
4. **CCF (10) Conduct Electronic Collection and Jamming** — Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.
5. **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy

forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.
7. **CCF (13) Conduct Counter Target Acquisition Operations** — Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.
8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.
9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.

IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:
 - a. Employment of Air Defense Artillery guns and missiles.
 - b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
 - c. Airspace management.
 - d. Early warning.
 - e. Sustainment.
2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:
 - a. Early warning.
 - b. Dispersion.
 - c. Cover and concealment.
 - d. Air watch.
 - e. Deception.

V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:
 - a. Receipt and analysis of higher HQ OPORD.
 - b. Issuance of Warning Order.
 - c. Restated mission statement.
 - d. Commander's estimate process/troop leading procedures.
 - e. Commander's guidance.
 - f. Mission analysis (includes course of action development).
 - g. Decision brief to commander.
 - h. Development of a synchronized OPORD.
 - i. Reproduction and distribution of OPORD to all participants.
 - j. Briefing of OPORD; understanding of order by participants.
 - k. FRAGO planning and issue.

2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:
 - a. Commander's activities.
 - b. Communicating information.
 - c. Briefbacks and backbriefs.
 - d. Rehearsals.
 - e. Management of the means of communicating information.
 - f. Maintaining and updating information and force status.
 - g. Managing information distribution.
 - h. Decisions to act or change ongoing actions.
 - i. Confirming IPB through the reconnaissance effort.
 - j. Determining actions to implement decisions.
 - k. Providing command presence.
 - l. Maintaining unit discipline.
 - m. Synchronizing tactical operations (e.g., execution matrix DST).
 - n. TOC operations (e.g., staff integration and battle tracking).
 - o. Continuity of command.
 - p. Second in command (2IC responsibilities).
 - q. Continuous and sustained operations.
 - r. Communications (e.g., planning, installation and operation of system, management, site selection).

3. **CCF (20) Direct and Lead Units In Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:
 - a. Directing the conduct of the battle.
 - b. Issue orders.
 - c. Command presence.
 - d. Information distribution.
 - e. Decide on need for action or change.
 - f. Maintaining unit discipline.
 - g. Synchronizing tactical operations.

- h. TOC operations (includes CP displacement, security, survivability).
- i. Continuity of command (e.g., C2 redundancy).
- j. Second in command (2IC) responsibilities.
- k. Continuous and sustained operations.
- l. Consolidation and reorganization.

VI. Mobility and Survability BOS — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:
 - a. Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
 - b. Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.
2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:
 - a. Construction and repair of combat roads and trails.
 - b. Construction or repair of forward airfields.
 - c. Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
 - d. Tracking status of routes.
 - e. Host nation support.
3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:
 - a. Emplacement of mines and complex obstacles.
 - b. Digging tank ditches.
 - c. Creation of road craters with explosives.
 - d. Terrain enhancement.
4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:
 - a. Construction of fighting positions.
 - b. Preparation of protective positions.
 - c. Employment of protective equipment.
5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

- a. Analysis to determine key assets and threats to them.
 - b. Cover and concealment.
 - c. Camouflage.
 - d. Noise and light discipline.
 - e. Counter reconnaissance.
 - f. Smoke/obscurants.
 - g. Physical security measures.
 - h. Signal security.
 - i. Electronic security.
6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:
- a. Physical deception.
 - b. Electronic deception.
7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:
- a. Decontamination of individual soldiers and equipment.
 - b. Decontamination of weapon systems and supplies.
 - c. Hasty and deliberate decontamination.

VII. Combat Service Support BOS — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.

1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:
- a. Movement of cargo, equipment and personnel by surface or air.
 - b. Loading, transloading and unloading material and supplies.
2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:
- a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
 - b. Providing munitions to weapons systems.
 - c. Providing fuel and petroleum products to equipment and weapons systems.
 - d. Reporting status.
3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:
- a. Personnel Administrative Services.
 - 1) Replacement, casualty reporting.
 - 2) Awards and decorations.

- 3) Postal Operations.
 - 4) Promotions, reductions.
 - b. Financial services.
 - c. Unit Ministry team.
 - d. Legal.
 - e. Public Affairs.
 - f. Reporting personnel status.
 - g. Preservation of the force through safety.
 - h. Management of stress.
4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:
- a. Preventative Maintenance.
 - b. Recovery.
 - c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
 - d. Reporting status.
5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses
- a. Preventive medicine.
 - b. Field sanitation.
6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:
- a. Triage of battlefield casualties.
 - b. Treatment and movement of casualties to rear (medevac).
 - 1) Identification of levels of care and locations.
 - 2) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
 - 3) Establishment and maintenance of communications with redundant means.
 - 4) Rehearsals.
 - 5) Resupply.
 - c. Evacuation:
 - 1) Ground ambulance.
 - 2) Aero medevac.
 - 3) Non-standard evacuation.
 - d. Handling and processing the remains of soldiers who have died of wounds.
 - e. Reporting status.
7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:
- a. Collecting and evacuating EPW.
 - b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.
9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.
10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:
 - a. Rear area restoration.
 - b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
 - c. Construction support:
 - 1) Marshaling, distribution and storage facilities.
 - 2) Pipelines.
 - 3) Fixed facilities.
 - 4) Drill wells.
 - 5) Dismantlement of fortifications.
11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:
 - a. Medical support.
 - b. Transportation.
 - c. Security.
 - d. Preparation of temporary shelters.
 - e. Operation of clothing exchange facilities.
 - f. Operation of bathing facilities.
 - g. Graves registration.
 - h. Laundry.
 - i. Feeding.
12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:
 - a. Clothing exchange.
 - b. Bathing facilities.
 - c. Graves registration.
 - d. Laundry and clothes renovation.
 - e. Bakeries.
 - f. Feeding (rations supply, kitchens).
 - g. Salvage.

OUTCOMES AND PURPOSE OF CCF 28

OUTCOMES

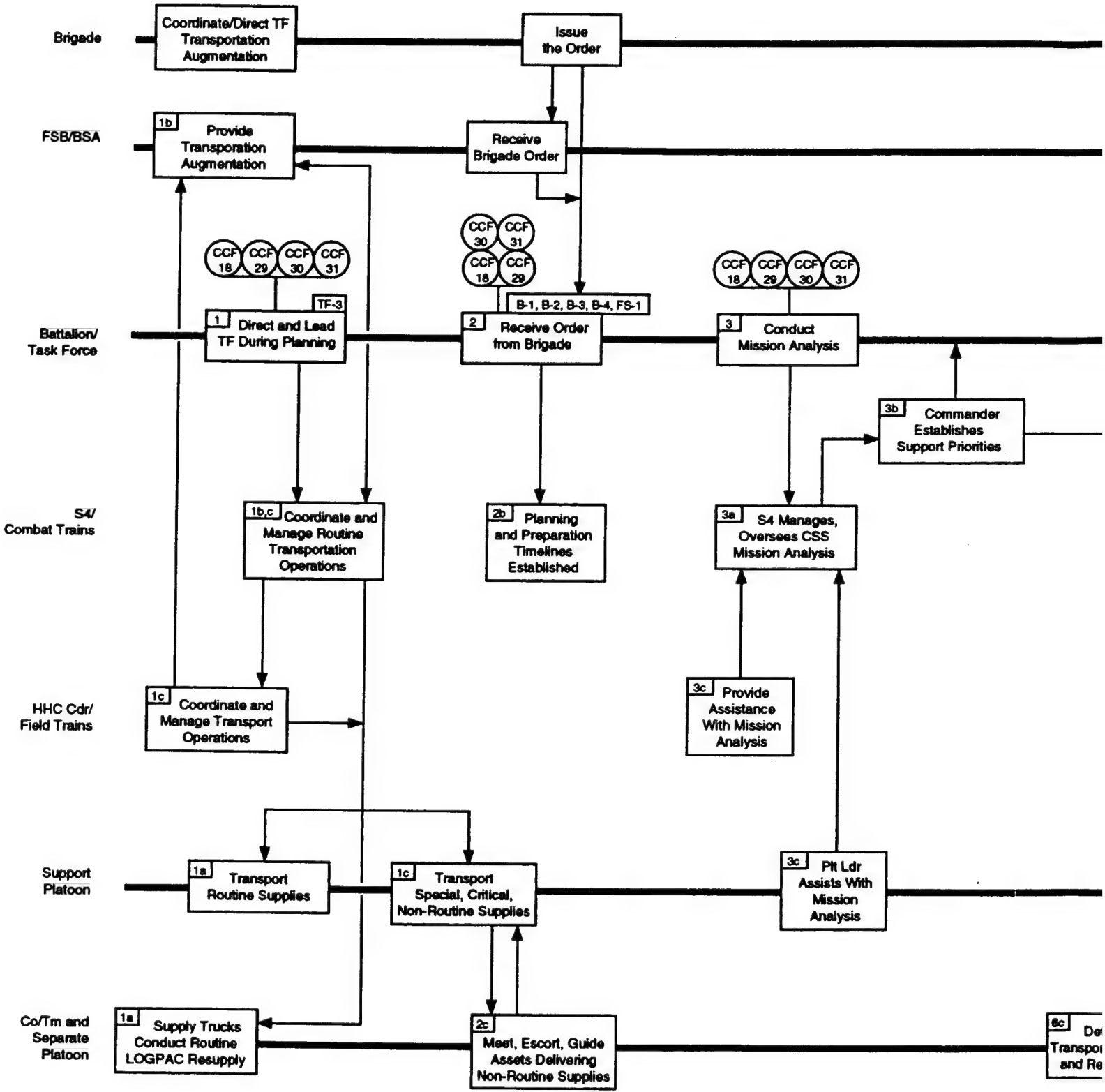
1. Task force transports needed personnel, supplies and equipment to all subordinate elements in a timely manner.
2. Task force evacuates personnel, EPWs and damaged equipment from the battle-field and transports to next echelon of care/support, if necessary.
3. Task force requests/coordinates with brigade and forward support battalion for additional air or ground transportation support, if needed.

PURPOSE

To provide transport services to move (load, unload, transload) cargo, equipment and personnel by surface or air so that they arrive at the proper time, location and in the proper condition necessary to support the tactical plan and the commander's intent.

①

TASK PI



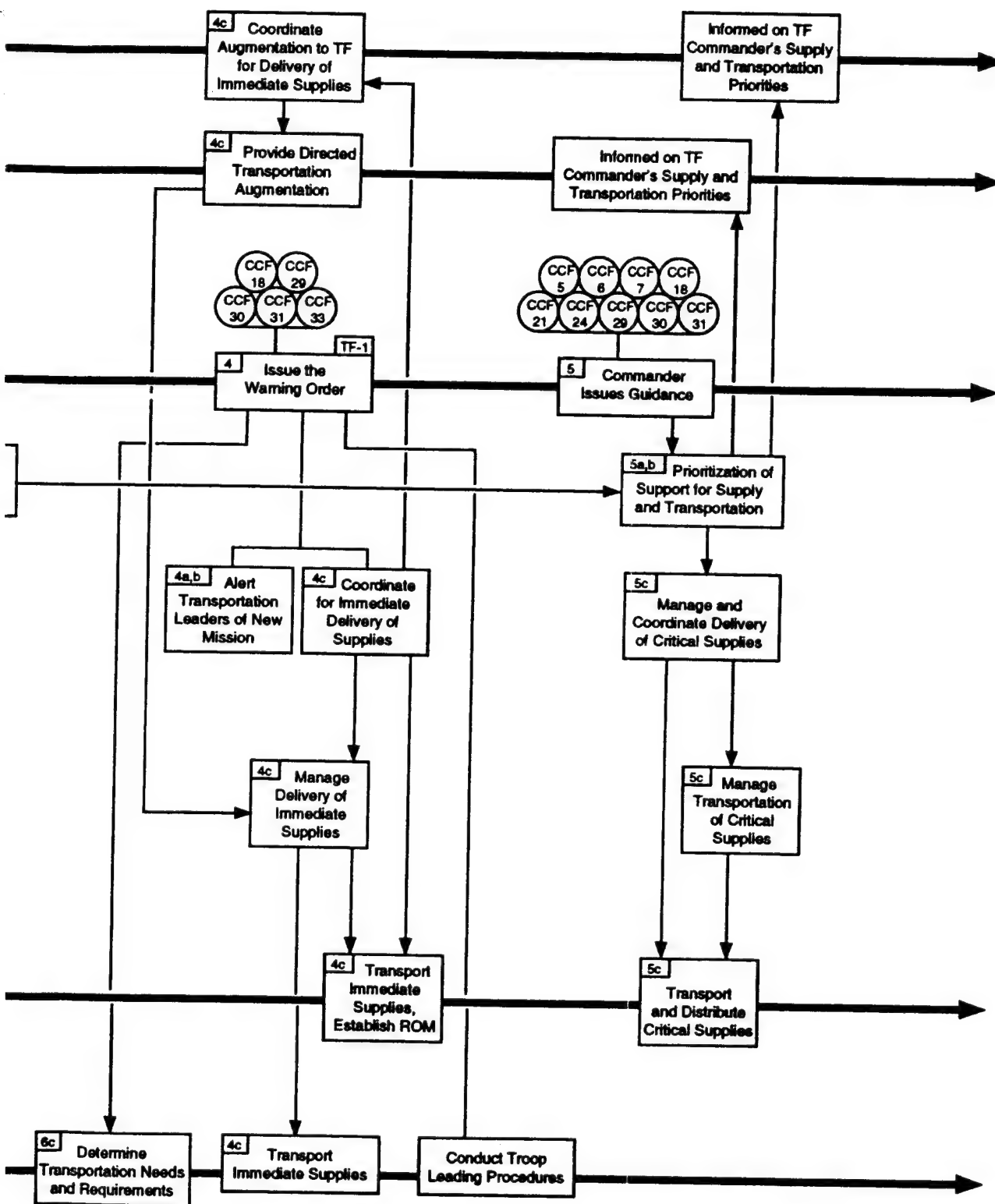
○ CCF □ (outside) Input or Output (inside) Task

Note 1: Non-routine delivery of supplies can occur at any time.

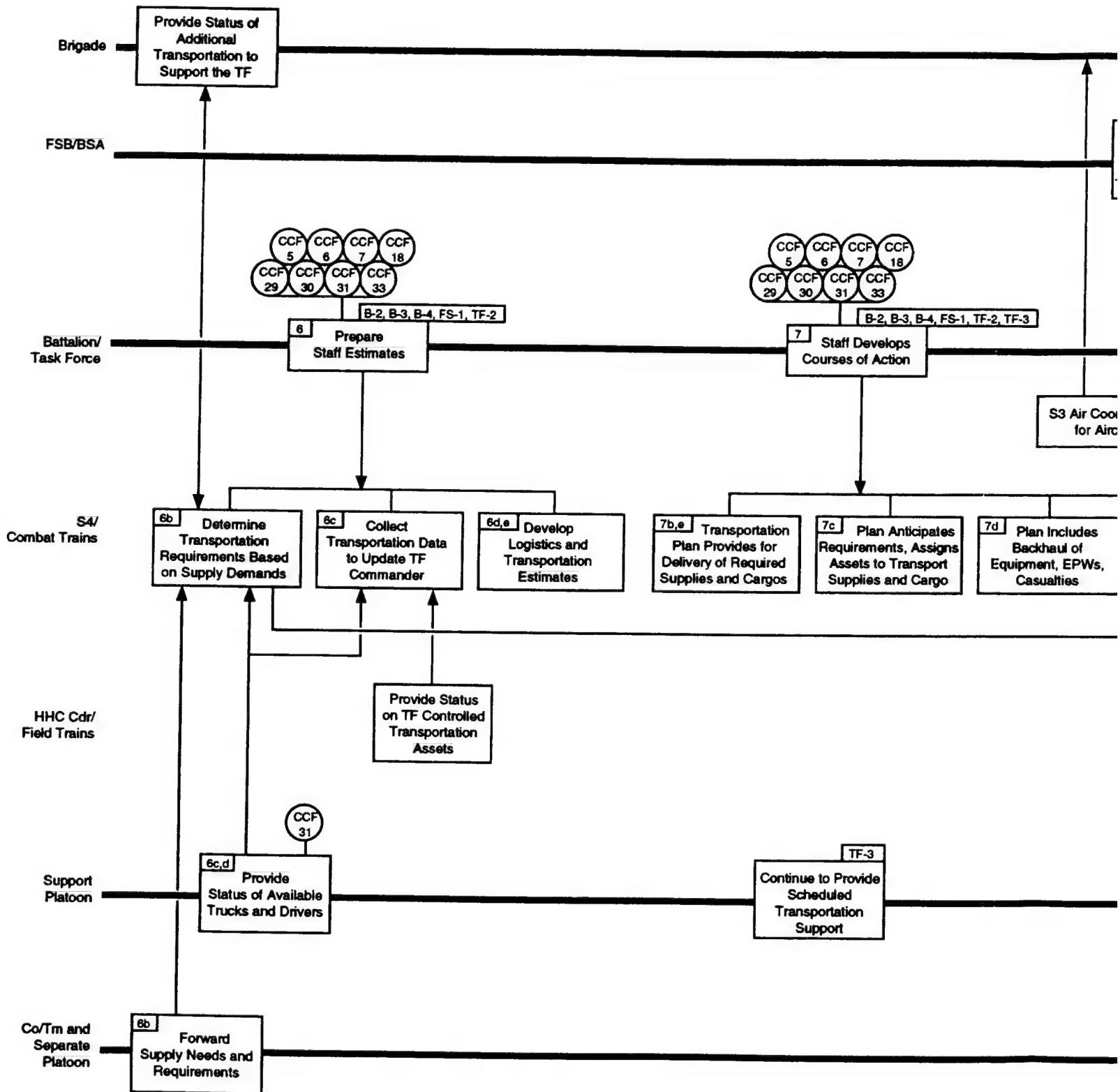
TASK FLOW PLAN

2

CCF 28 — Provide Transport Services



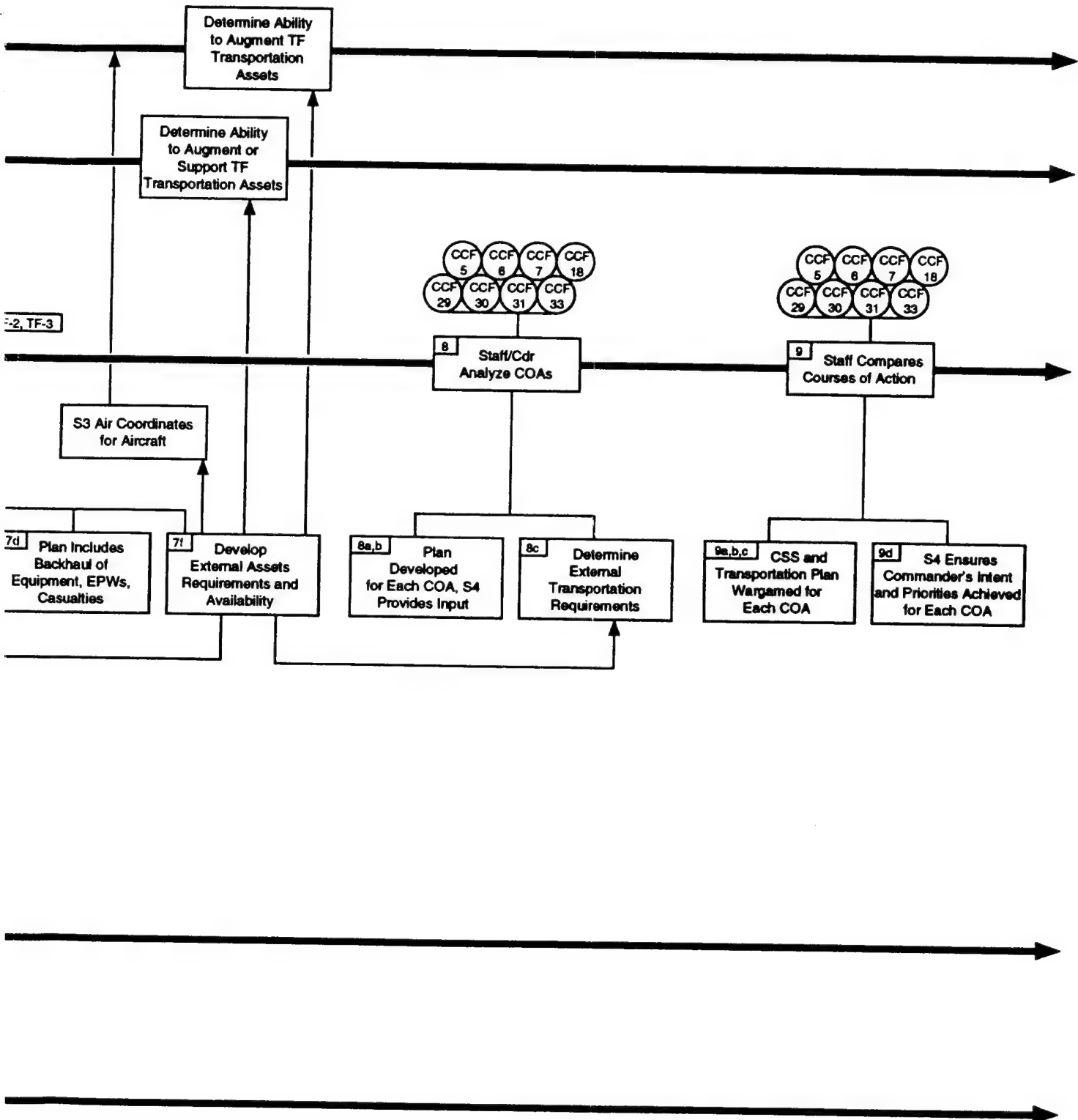
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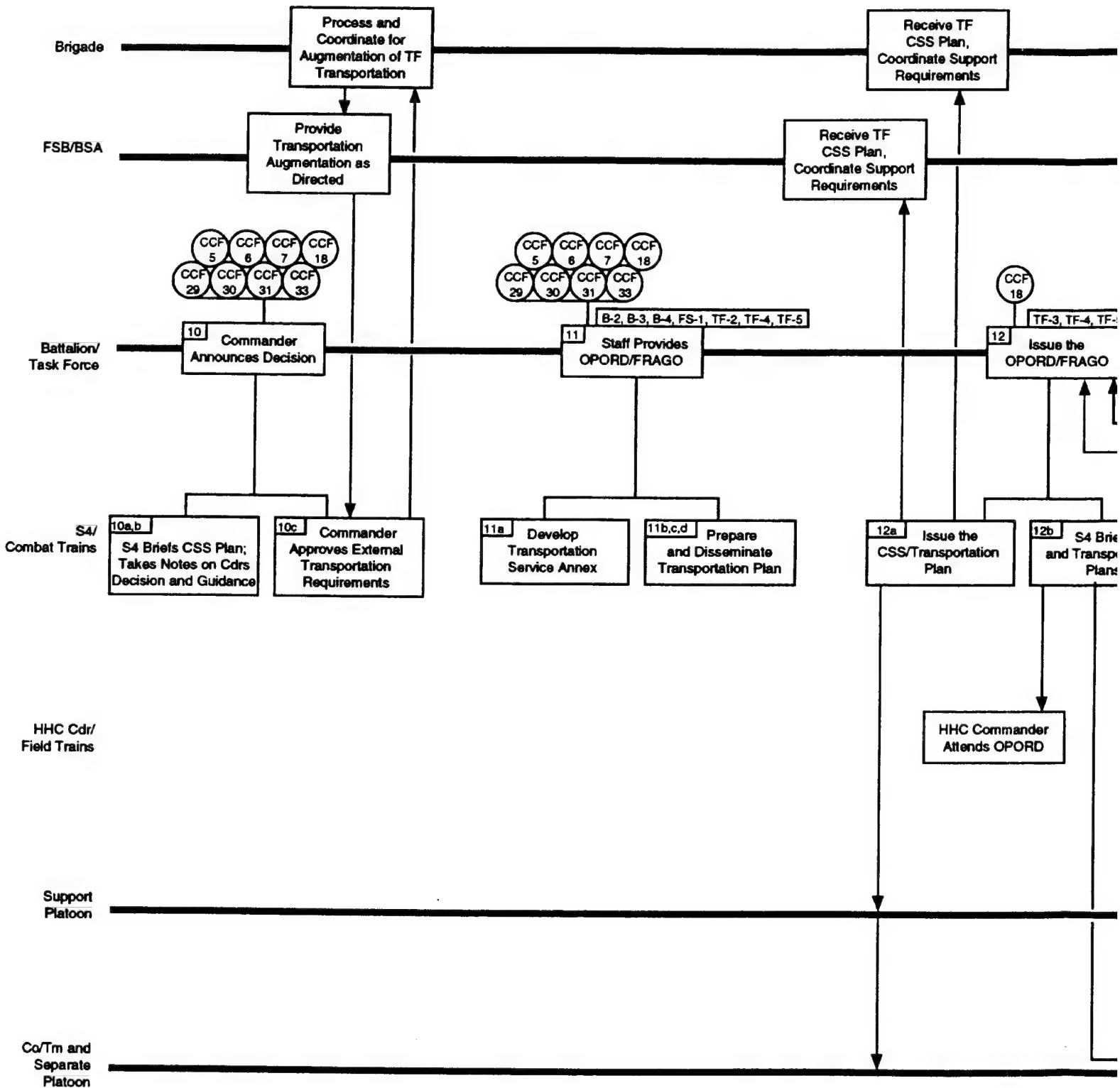
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CCF 28 — Provide Transport Services



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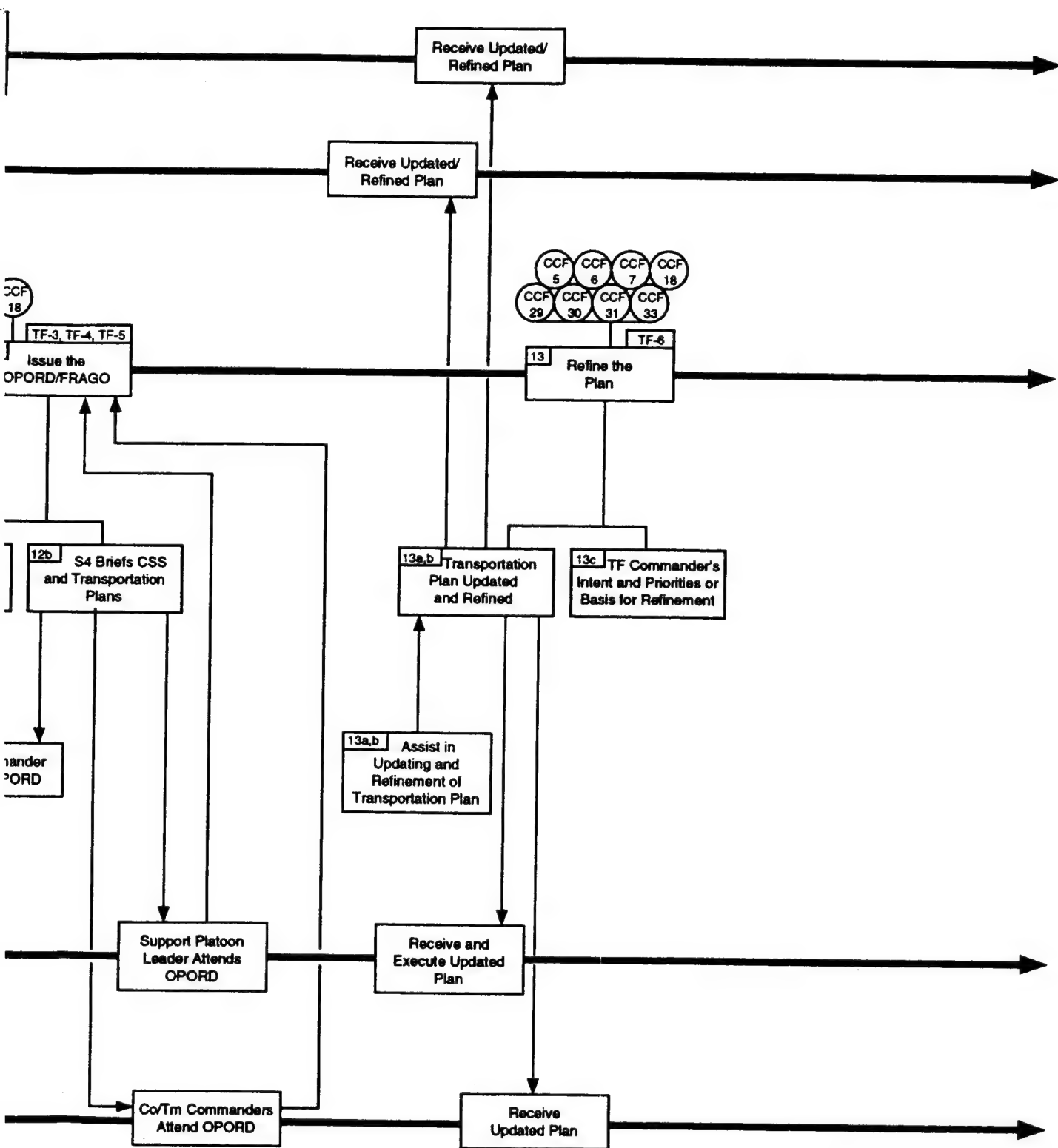
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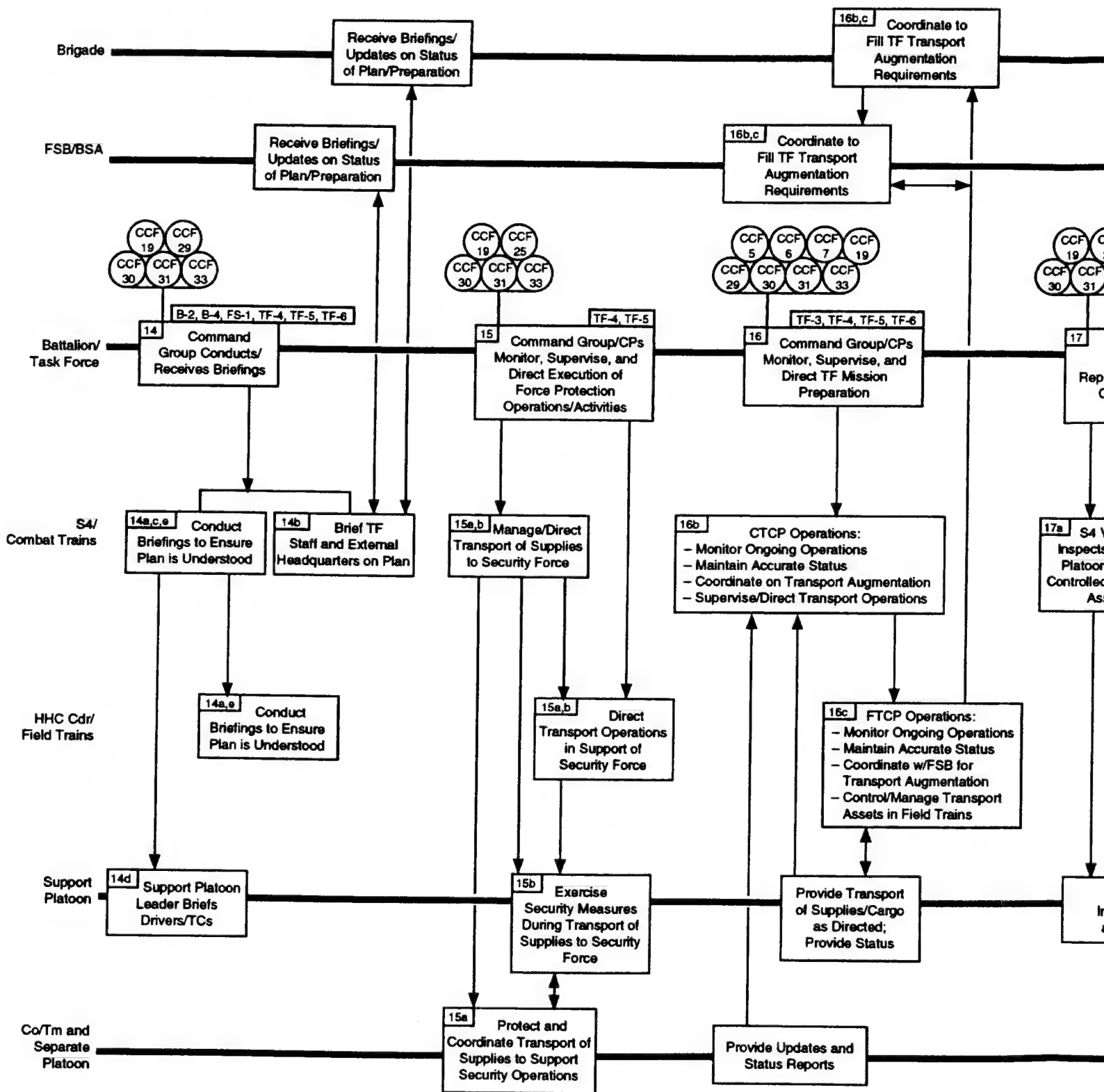
WORK FLOW
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CCF 28 — Provide Transport Services



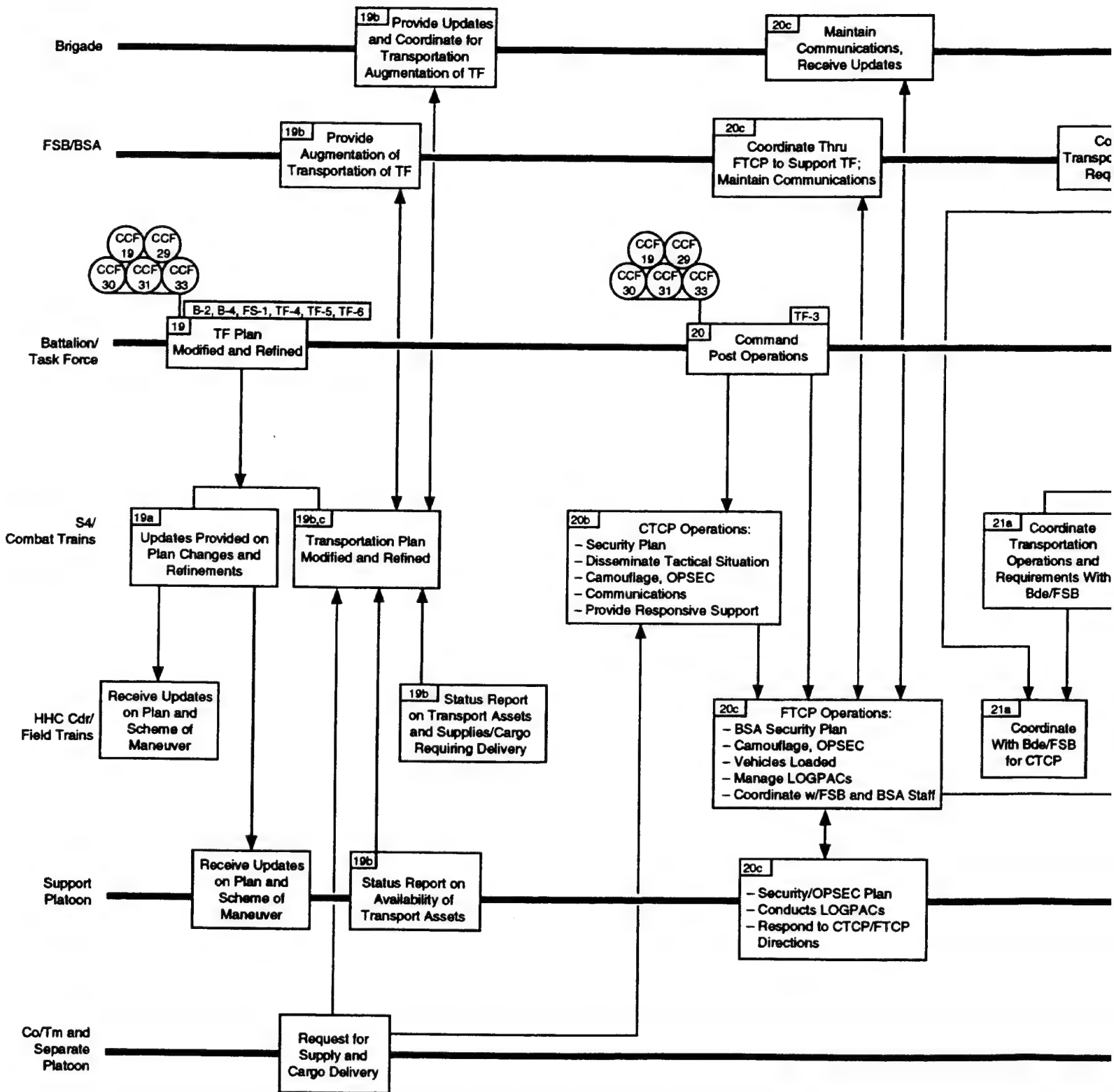
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TASK F PREP



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TASK FLOW PREPARE (Continued)

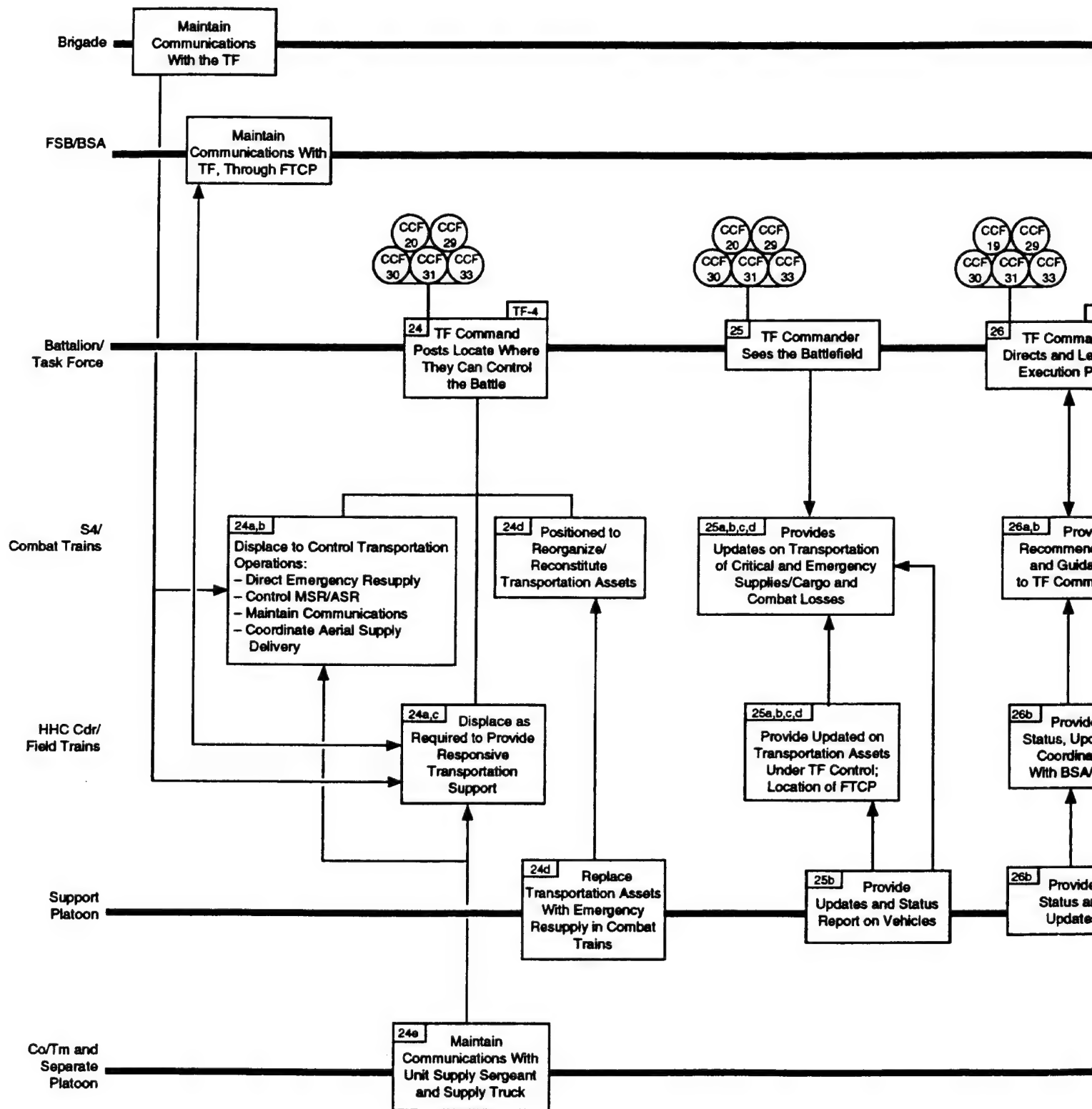


○ CCF □ (outside) Input or Output
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2

CCF 28 — Provide Transport Services

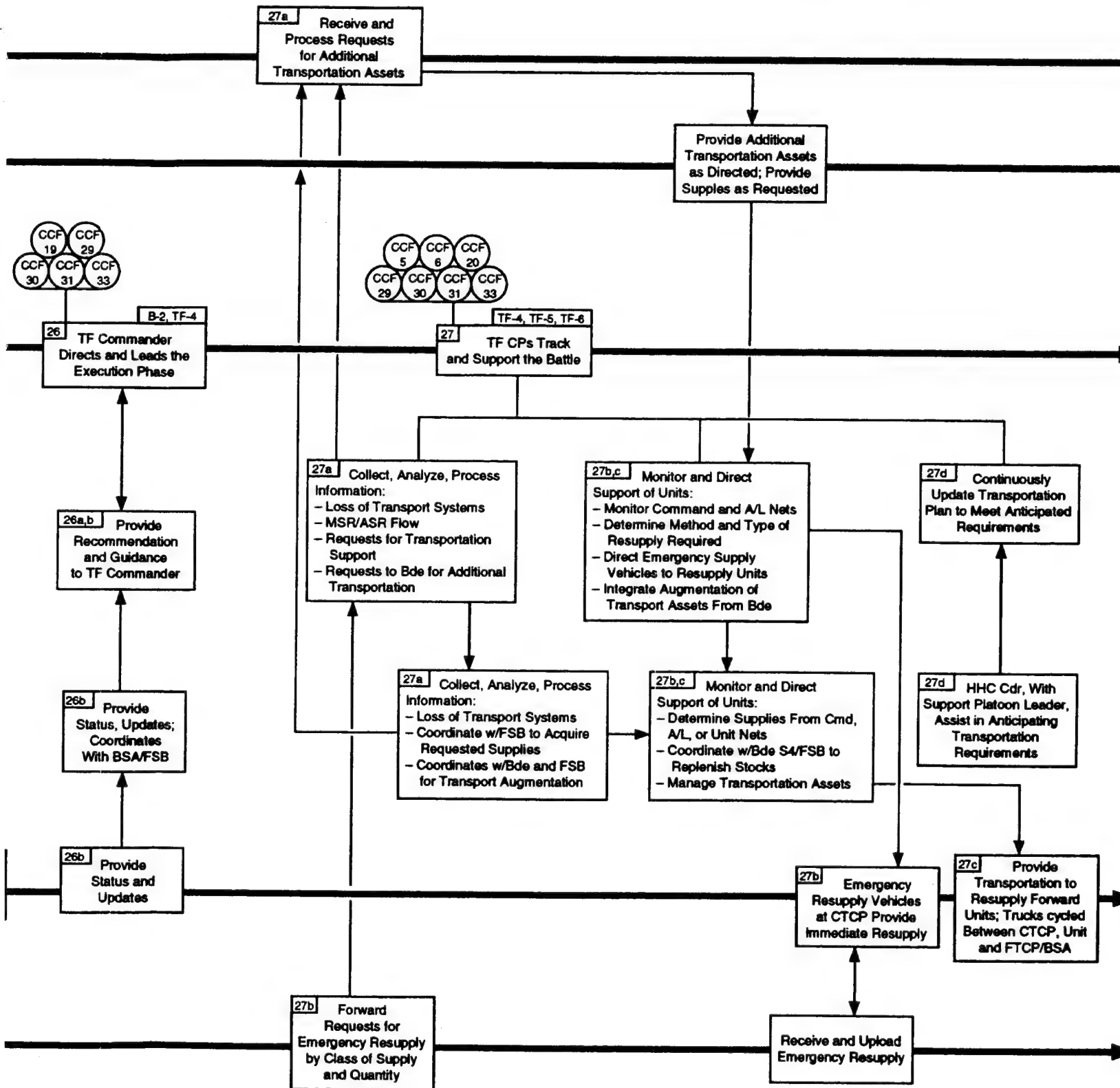




TASK FLOW EXECUTE

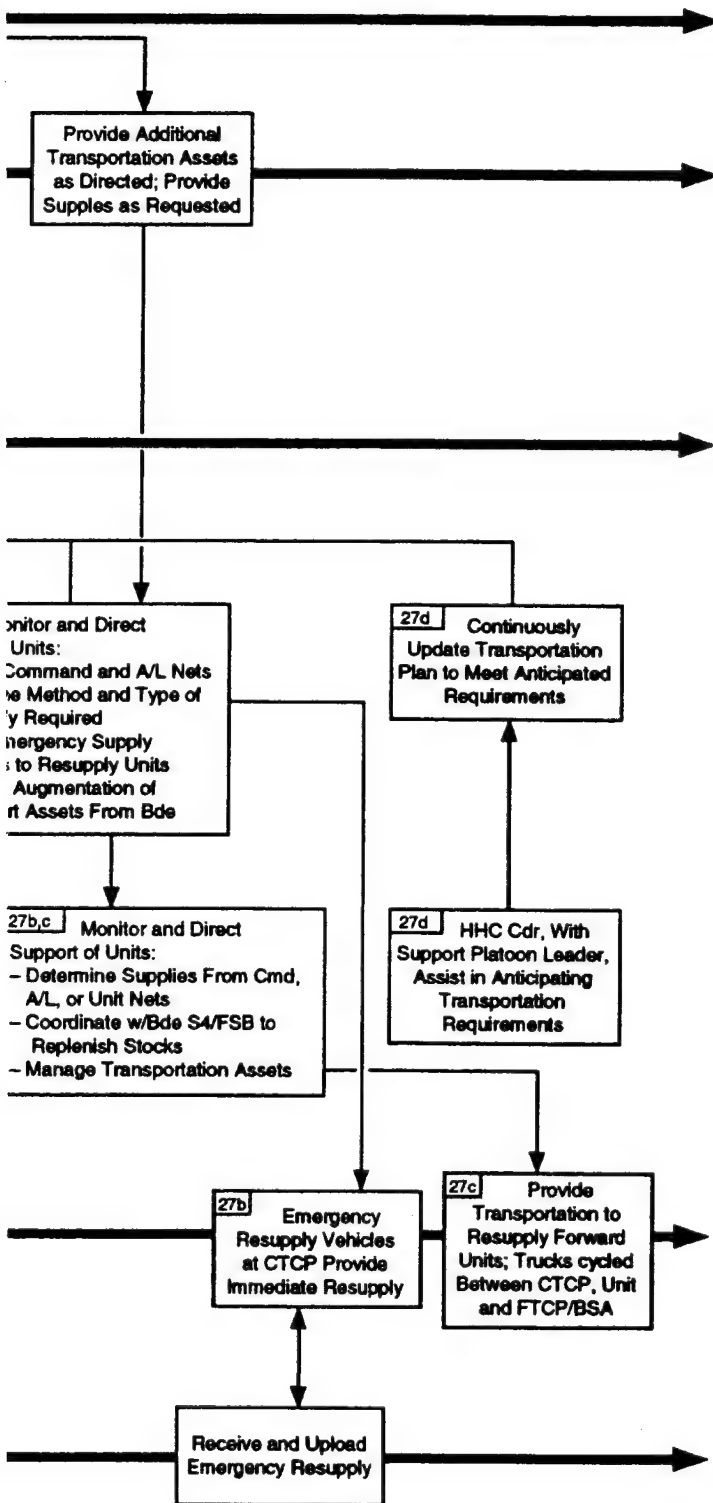
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CCF 28 — Provide Transport Services

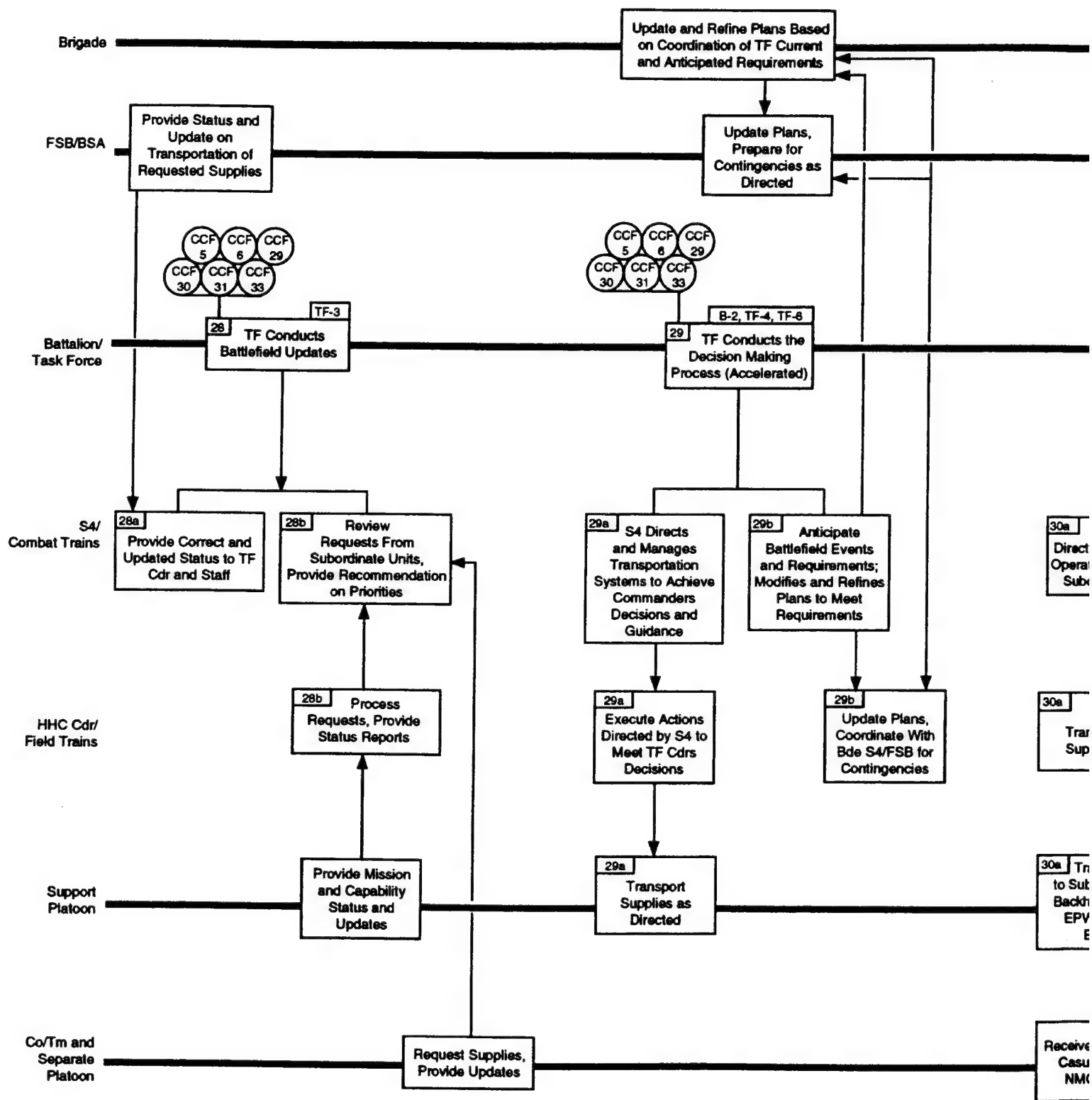


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CCF 28 — Provide Transport Services



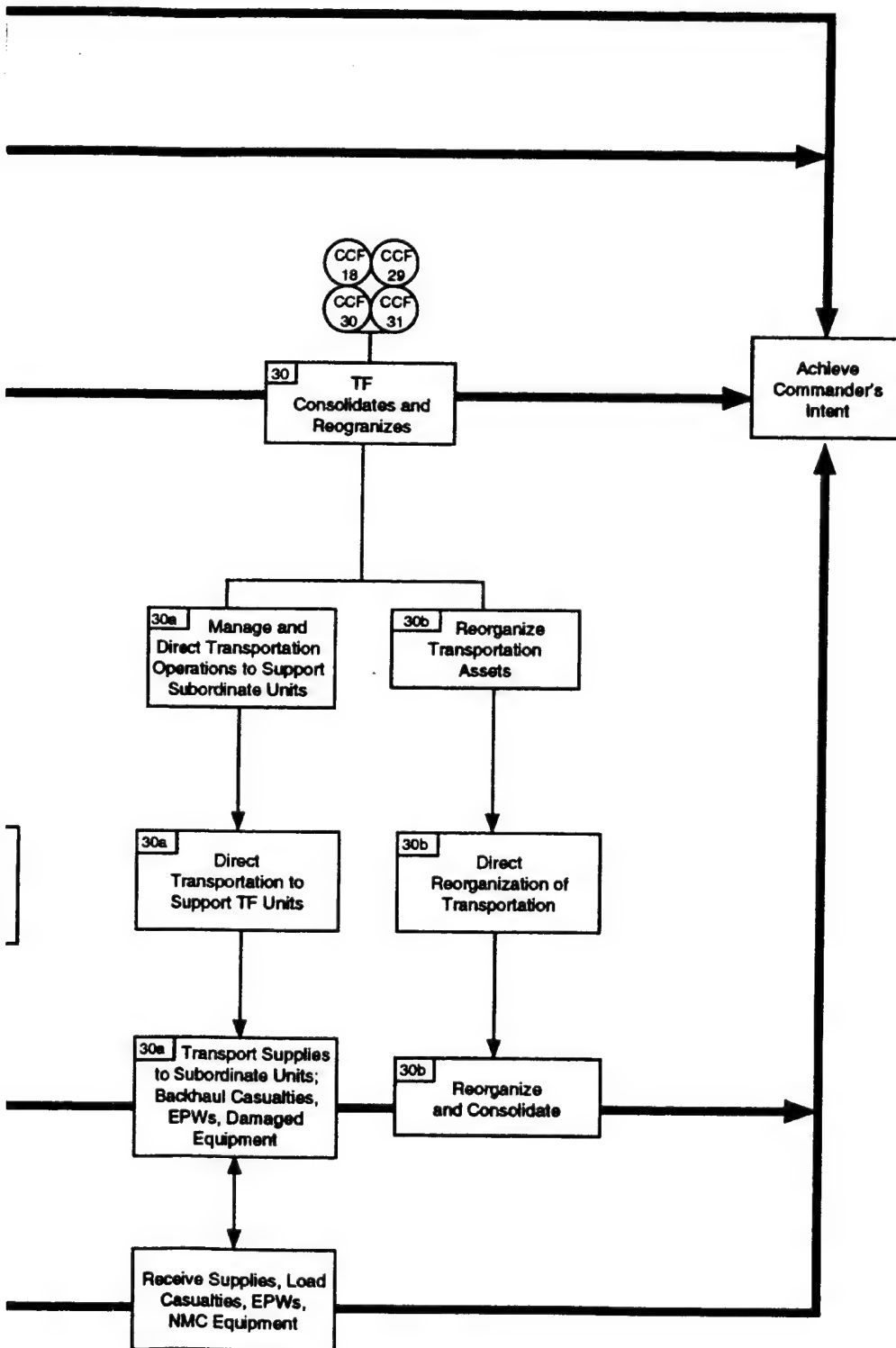
TASK FLOW
EXECUTE (Concluded)



CCF (outside) Input or Output
 (inside) Task

2

CCF 28 — Provide Transport Services



OTHER CCF WHICH INTERACT WITH CCF 28

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 4	Disseminate Intelligence	CSS elements must know enemy situation to plan CSS operations, locate critical functions and assets and react to enemy maneuver.
CCF 5	Conduct Tactical Movement	Transport plan must be in sync with the movement plan*
CCF 6	Engage Enemy with Direct Fire and Maneuver	Transportation requirements will be dictated by the battle.
CCF 7	Employ Mortars	Mortar mission and employment plan must be known to plan transportation of Class V.
CCF 18	Plan for Combat Operations	Transportation of personnel and materiel must be planned to support the commander's intent and to be in sync with the maneuver plan/DST*.
CCF 19	Direct and Lead Unit During Preparation for the Battle the battle.	Direction and management of transportation assets necessary to enable TF to prepare for
CCF 20	Direct and Lead Units in Execution of Battle	Transportation element necessary to continuously support the TF during and after battle. Transportation assets essential to complete reconstitution and redistribution operations; and to reposition personnel and materiel.
CCF 21	Overcome Obstacles	Transportation requirements for special equipment (rollers, plows), other support, and Class V requirements for breaching must be known well in advance.
CCF 23	Provide Countermobility	Requirements for movement of Class IV and V must be known early to allow coordination for throughput distribution.
CCF 29	Conduct Supply Operations	Required quantities, locations, times and priorities must be determined in the planning phase to forecast transportation requirements and provide needed support.
CCF 30	Provide Personnel Services	Required numbers, locations, times and priorities of personnel movement must be determined in the planning phase to forecast transportation requirements and provide needed support. Replacements will also require transportation.

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 31	Maintain Weapons Systems and Equipment	Transportation assets and requirements must be considered when priorities for repair are assigned. Transportation assets are also needed to move damaged equipment to repair facilities IAW established priorities. Transportation assets (HET) must be synchronized with use of recovery assets (M-88).
CCF 33	Treat and Evacuate Battlefield Casualties	Requirements must be anticipated in the planning phase to forecast transportation requirements and provide needed support.

- * Transportation assets, with the required capabilities, must be positioned at the correct time and place to support the task force.

CCF 28

KEY PARTICIPANTS BY TASK

<u>TASKS</u>	<u>KEY PARTICIPANTS</u>
1. Direct and Lead Task Force During Planning for the Battle	
a. Provide transport services	TF S4, Support Plt Ldr, HHC Cdr, Co/Tm Cdrs, Co/Tm Supply Sgts, S3 Air, Brigade S4, FSB Cdr/S3
b. Coordinate with FSB Cdr and staff	TF S4, S3 Air, HHC Cdr, FSB Cdr/S3
c. FTCP coordinates and manages routine transportation operations	TF S4, HHC Cdr, Support Plt Ldr, BMO, S1, Co/Tm Cdrs/XOs/Supply Sgts
2. Receive Order from Higher Headquarters	TF XO, S4, HHC Cdr
3. Conduct Mission Analysis	TF S4, HHC Cdr, Support Plt Ldr
4. Issue the Warning Order	TF S4, HHC Cdr, Support Plt Ldr, Transportation Ldrs, Co/Tm Cdrs/Supply Sgts, S3 Air, Brigade S4, FSB Cdr/S3
5. Commander Issues Guidance	TF Cdr, XO, S4
6. Prepare Staff Estimates	TF XO, S4, S4 NCOIC, HHC Cdr, Support Plt Ldr, S1, Medical Plt Ldr, BMO (Co XO, 1SG or PSG, re company transport status)
7. Staff Develop Courses of Action	TF XO, S4, S1, S3, S3 Air, S2, BMO, Medical Plt Ldr, Support Plt Ldr, Brigade S4, FSB Cdr/S3
8. Staff/CDR Analyze Courses of Action	TF XO, S4, S1, S3, S3 Air, S2, BMO, Medical Plt Ldr
9. Staff Compare Courses of Action	TF XO, S4, S1, S3, S3 Air, S2
10. Commander Announces Decision	TF Cdr, XO, S4
11. Staff Prepares OPORD/FRAGO	TF XO, S4, S1, HHC Cdr, S3 Air

TASKS	KEY PARTICIPANTS
12. Issue the OPORD/FRAGO	TF Cdr, XO, S4, S1, S3, Co/Tm Cdrs, Support Platoon Ldr
13. Refine the Plan	TF XO, S4, HHC Commander, S1, BMO, S3 Air, S2, Support Plt Ldr, Co/Tm Cdrs/XOs
14. Command Group conducts and receives briefings (backbriefs/ briefbacks)	TF S4, HHC Cdr, Support Plt Ldr, S3 Air, S1, BMO, Transportation Ldrs
15. Command Group and Command Posts (TAC, TOC, CTCP, FTCP) monitor, supervise and direct execution of force protection operations/activities	TF S4, S4 NCOIC, HHC Cdr, Security Force Cdr, HHC Cdr, Support Plt Ldr
16. Command Group and Command Posts (TAC, TOC, CTCP, FTCP) monitor, supervise and direct TF mission preparation	TF XO, S4, S4 NCOIC, S1, HHC Cdr, S3 Air, Support Plt Ldr, Co/Tm Cdrs/XO/ 1SG, Brigade S4, FSB Cdr/S3
17. Commander, commander's representatives, and staff conduct inspections and visits	TF XO, S4, S1, HHC Cdr, CSM
18. TF Rehearsals	TF Cdr, XO, S4, S1, HHC Cdr, S3, S3 Air, Support Plt Ldr, Co/Tm Cdrs, Transportation Ldrs
19. TF plan modified and refined	TF XO, S4, S4 NCOIC, HHC Commander, S1, BMO, S3 Air, S2, Support Plt Ldr, Co/Tm Cdrs/XOs, Brigade S4, FSB Cdr/S3
20. Command Post (TAC, TOC, CTCP, FTCP) operations	TF XO, S4, S4 NCOIC, HHC Cdr, Support Plt Ldr, Support PSG
21. Liaison and coordination with higher, adjacent, supported and supporting elements	TF S4, HHC Cdr, S3 Air, Co/Tm Cdrs/XOs, S4 NCOIC, S1, Medical Plt Ldr, Brigade S4, FSB Cdr/S3
22. Command Group and Command Posts position to control the battle	TF XO, S4, S1, HHC Cdr, Support Plt Ldr

TASKS**KEY PARTICIPANTS**

- | | |
|---|--|
| 23. Transportation operations in support of mission preparation | TF S4, HHC Cdr, Support Plt Ldr, S3 Air, Co/Tm Cdrs/XOs/Supply Sgts, Transportation Ldrs, BMO, Medical Plt Ldr |
| 24. TF Command Posts locate where they can control the battle | TF XO, S4, S1, HHC Cdr, Support Plt Ldr |
| 25. TF Commander sees the battlefield | TF Cdr, XO, S4, S1, HHC Cdr, S4 NCOIC, BMO, S3 Air |
| 26. TF Commander directs and leads the execution phase | TF Cdr, XO, S4, HHC Cdr, S1 |
| 27. TF Command Posts track and support the battle | TF S4, S4 NCOIC, HHC Cdr, S3 Air, Support Plt Ldr, Co/Tm Cdrs, BMO, Medical Plt Ldr, S1 |
| 28. TF conducts battlefield update (METT-T based) | TF Cdr, XO, S3, S4, HHC Cdr, Support Plt Ldr |
| 29. TF conducts the decision making process (accelerated) | TF Cdr, XO, S3, S4, HHC Cdr |
| 30. TF consolidates and reorganizes | TF Cdr, XO, S3, S4, HHC Cdr, S1, Support Plt Ldr, Co/Tm Cdrs/XOs/Supply Sgts, BMO, Medical Plt Ldr, Brigade S4, FSB Cdr/S3 |

**KEY INPUTS/OUTPUTS TO CCF 28
(W/ CRITICAL INFORMATION)**

KEY INPUTS

B-1 Brigade WARNO

- a. Enemy situation.
- b. Mission type and activities.
- c. Concept to support the scheme of maneuver.

B-2 Brigade OPORD

- a. Commander's intent.
- b. Commander's priorities.
- c. Task organization.
- c. Designation of routes, tactical scheme of maneuver.
- d. Reporting requirements.
- e. Types and length of combat operations.

B-3 Brigade Engineer Annex

- a. CL IV/V barrier/obstacle materiel transport requirements.
- b. Requirements to transport special equipment for engineer mobility, countermobility, survivability work.

B-4 Brigade Service Support Annex

- a. CSS Overlay of BSA.
- b. Transportation and maintenance priorities.
- c. Availability/allocation of classes of supply.
- d. MSR/ASR and Bde HET line.
- e. Transportation priorities by unit/mission/type supply.
- f. RSR and CSR for identified supplies.
- g. Other movement control measures.
- h. Refuel on Move (ROM) requirements.

FS-1 FSB Service Support Annex to FSB OPORD

- a. CSS requirements from brigade COA.
- b. Policies and procedures from tactical SOP.
- c. Division priorities from the DISCOM SS Annex.
- d. Brigade transportation assets.
- e. Brigade CSS/transportation requirements.
- f. CSS requirements of divisions "slice" elements.
- g. Equipment and vehicle status.
- h. Augmentation/reinforcement of transportation assets (e.g., 5,000 gallon tankers, HETs) and priorities for use.

TF-1 TF WARNO

- a. Changes to task organization of transportation assets.
- b. Immediate (non-routine) transportation requirements.

TF-2 CSS/Transportation Estimate and COA Support

- a. Supply and cargo movement requiring transportation.
- b. Transportation support for COAs.
- c. Maintenance status of available transportation assets.
- d. Transportation shortfalls, constraints, limitations.
- e. Requirements for external transportation support (helicopter and vehicle).

TF-3 TF Tactical SOP

- a. LOGPAC procedures and configurations.
- b. Immediate resupply procedures and pre-package configurations.
- c. Priorities and procedures for recovery of damaged equipment.
- d. Cache or pre-positioned supply procedures and configurations.
- e. Priorities and procedures for augmentation for organic transportation assets.
- f. Status report requirements and formats.
- g. Convoy procedures and immediate action drills.
- h. Procedures for lost vehicle/broken convoys.
- i. Procedures for "service station" and "tail gate" resupply operations.
- j. Procedures for rigging supplies delivered by ground vehicles, helicopters, and fixed wing aircraft.

TF-4 TF OPORD

- a. TF Commander's intent.
- b. Tactical scheme of maneuver and routes.
- c. Priorities by unit and type of support.
- d. Reporting requirements.
- e. Task organization.

TF-5 TF Service Support Annex

- a. MSR/ASR and traffic flow plan.
- b. Refuel on Move requirements.
- c. Location of TF Combat and Field Trains, UMCP.
- d. Details of and priorities for transport by class, item, unit, location, type equipment.
- e. LOGPAC organization, configuration, and transportation schedule.
- f. Logistic Release Point (LRP) locations.
- g. Controlled Supply Rate (CSR).
- h. Cache sites.
- i. Mobile pre-positioning locations/routes.
- j. LZ/PZ/DZ, airfield locations.
- k. Maintenance time guidelines and priorities.
- l. Critical Class IX and high demand PLL items.
- m. Sleep and rest plan guidance.

- n. Location of Mortuary Activities (GRREG Site), Battalion Aid Station (BAS), Ambulance Exchange Points (AXP).
- o. Logistics Overlay.
- p. Special considerations due to weather, terrain, or security requirements.

OUTPUTS

TF-6 Transportation Plan Refinement

- a. Vehicle losses due to maintenance or battlefield damage.
- b. Modified and refined tactical scheme of maneuver.
- c. Integration of additional transportation assets from TF external sources.
- d. Availability of supplies and cargo requiring transportation.
- e. Conditions of MSR/ASR and routes.
- f. Enemy situation.

TASK LIST SUMMARY FOR CCF 28

See CCF 18, 19, and 20 for detailed analyses of the TF Planning, Preparation, and Execution process. CCF 18, 19, and 20 tasks have been incorporated into this task analysis; the sub-tasks provide specific transportation tasks. References are shown in parenthesis () after the task title. Subtask titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents.

PLANNING

1. **Direct and Lead Task Force During Planning for the Battle** (ARTEP 71-2-MTP, Task 7-1-3001/5, 3912/3, 3912/10, 3914/4, 3914/5, 3914/6, 3914/8; ARTEP 17-236-11-MTP, Task 17-3-1042/3, 1042/4, 1042/5, 1043/2, 1044, 1050, 1051, 1055; FM 71-2, Chap 7; FM 71-123, Chap 2, 8)
 - a. Provide transport services
 - b. TF S4 coordinates with FSB commander and staff for transport services support
 - c. FTCP coordinates and manages routine transportation operations
2. **Receive Order from Higher Headquarters** (ARTEP 71-2-MTP, Task 7-1-3901, 3904; FM 71-2; FM 101-5, Chap 4)
3. **Conduct Mission Analysis** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3904/3, 3912/1; FM 71-2, Chap 2, 7; FM 71-123, Chap 1, 8; FM 101-5, Chap 4)
4. **Issue the Warning Order** (ARTEP 71-2-MTP, Task 7-1-3901/1, 3904/2; FM 71-2, Chap 2; FM 71-123, Chap 1, 8; FM 101-5, Chap 4)
5. **Commander Issues Guidance** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3904/5, 3912/2; FM 71-2, Chaps 2, 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
6. **Prepare Staff Estimates** (ARTEP 71-2-MTP, Task 7-1-3901/5, 3904/4, 3912/1, 3913/1; FM 71-2, Chap 2, 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
 - a. Transportation planning principles
 - b. Transportation requirements and priorities
 - c. Information to update commander
 - d. The Logistics Estimate includes transportation
7. **Staff Develop Courses of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/8, 3912/2; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)

8. **Staff/CDR Analyze Courses of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/8, 3912/2; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
9. **Staff Compare Courses of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/8, 3912/2; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
10. **Commander Announces Decision** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/5; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
11. **Staff Prepares OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/5, 3904/6, 3904/9, 3904/10, 3912/2; FM 71-2, Chap 2, 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
 - a. Develop transport services portion of TF service support annex
 - b. Review and analyze all plans and orders for transportation impact and provide transportation input to all FRAGOs
 - c. Prepare, disseminate, and update a CSS plan
 - d. CTCP develops and continually updates a plan that provides transport services that support the TF plan
12. **Issue the OPORD/FRAGO** (ARTEP 71-2-MTP, 7-1-3901/7, 3904/11, 3912/2; FM 71-2, Chap 2; FM 71-123, Chap 8; FM 101-5, Chap 4)
13. **Refine the Plan** (ARTEP 71-2-MTP, Task 7-1-3901/8, 3904/12, 3912/2 ; FM 71-2, Chap 2; FM 101-5, Chap 4)

PREPARATION

14. **Command Group conducts and receives briefings (backbriefs/ briefbacks)** (ARTEP 71-2-MTP, Task 7-1-3901/10, 3912/1, 3913/5; FM 71-2, Chap 2; FM 71-123, Chap 8)
15. **Command Group and Command Posts (TAC, TOC, CTCP, FTCP) monitor, supervise and direct execution of force protection operations/activities** (ARTEP 71-2-MTP, Task 7-1-3028/3, 3905/2, 3905/4; FM 71-2, Chap 2; FM 71-123, Chap 2)
16. **Command Group and Command Posts (TAC, TOC, CTCP, FTCP) monitor, supervise and direct TF mission preparation** (ARTEP 71-2-MTP, Task 7-1-3912, 3913, 3914; FM 71-2, Chap 7; FM 71-123, Chap 8)
 - a. Main CP (TOC)
 - b. Combat Trains Command Post (CTCP)
 - c. Field Trains Command Post (FTCP)

17. **Commander, commander's representatives, and staff conduct inspections and visits** (ARTEP 71-2-MTP, Task 7-1-3903/2; FM 71-123, Chap 2)
18. **TF Rehearsals** (FM 71-2, Chap 2; FM 71-123, Chap 2, 8)
 - a. TF Combined Arms Rehearsal
 - b. Support Platoon Rehearsals
19. **TF plan modified and refined** (ARTEP 71-2-MTP, Task 7-1-3901/8, 3904/12, 3912/2; FM 71-2, Chap 2; FM 101-5, Chap 4)
20. **Command Post (TAC, TOC, CTCP, FTCP) operations** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; FM 71-2, Chaps 2, 7; FM 71-123, Chap 8)
 - a. CTCP and FTCP continuously monitor and update TF transportation plan and assets status
 - b. CTCP
 - c. FTCP
21. **Liaison and coordination with higher, adjacent, supported and supporting elements** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; FM 71-2, Chaps 2, 7; FM 71-123, Chap 8)
 - a. FSB and Brigade Rear headquarters coordination and liaison
 - b. The S4 coordinates with adjacent units
 - c. Coordination with supported units on transportation requirements
22. **Command Group and Command Posts position to control the battle** (ARTEP 71-2-MTP, Task 7-1-3035, 3036, 3913, 3914; FM 71-2, Chap 7; FM 71-123, Chap 8)
23. **Transportation operations in support of mission preparation** (ARTEP 17-236-11-MTP, Task 17-3 1004, 1012, 1041, 1042, 1043, 1044, 1050, 1051, 1055; ARTEP 71-2-MTP, Task 7-1-3912, 3913; 3914; FM 71-2, Chap 2, 7; FM 71-123, Chap 8)
 - a. Provide transport support for movement of supplies and cargo to the TF and subordinate units
 - b. Provide air transportation
 - c. Evacuate personnel and equipment
24. **TF Command Posts locate where they can control the battle** (ARTEP 71-2-MTP, Task 7-1-3903, 3401, 3035, 3036,

EXECUTION

- 3913/4, 3913/12, 3914/2, 3914/3, 3914/4, 3914/7; FM 71-2, Chap 7; FM 71-123, Chap 8)
25. **TF Commander sees the battlefield** (ARTEP 71-2-MTP, Task 7-1-3901/11, 3912/1, 3913/5; FM 71-2, Chap 7; FM 71-123, Chap 8)
 26. **TF Commander directs and leads the execution phase** (ARTEP 71-2-MTP, Task 7-1-3901/11, 3901/12, 3901/15; FM 71-123, Chap 8)
 27. **TF Command Posts track and support the battle** (ARTEP 71-2-MTP, Task 7-1-3903/3, 3904/14, 3912, 3913, 3914; ARTEP 17-236-11, Task 17-3-1041, 1042, 1043, 1044, 1045; FM 71-2, Chap 7; FM 71-123, Chap 8)
 - a. CTCP and FTCP collects, analyzes, and passes processed critical information
 - b. CTCP and FTCP stay abreast of fighting forces needs and provides updates on how to support transportation requests
 - c. CTCP and FTCP direct Support Platoon to provide required transportation support
 28. **TF conducts battlefield update (METT-T based)** (ARTEP 71-2-MTP, Task 7-1-3902/3, 3913/1, 3913, 3913; FM 71-2, Chap 7; FM 71-123, Chap 8)
 29. **TF conducts the decision making process (accelerated)** (FM 71-2, Chap 7; 71-123, Chap 1, 8)
 30. **TF consolidates and reorganizes** (ARTEP 71-2-MTP, Task 7-1-3022, 3023, 3908, 3912, 3913/12, 3913/13, 3913/14; ARTEP 17-236-11-MTP, Task 12-3-C019; FM 71-2, Chap 7; FM 71-123, Chap 8)
 - a. Transportation support for reconstitute and resupply
 - b. Transportation functions and organizations are reconstituted

PROVIDE TRANSPORT SERVICES PLANNING TASK LIST

See CCF 18 for detailed analyses of the planning process and all associated subordinate tasks. CCF 18 Tasks have been incorporated into this task analysis; the sub-tasks provide specific transportation tasks. The sub tasks contained in this task analysis are considered critical to the accomplishment of CCF 28. Key input/output and products are listed at pages 20-21. References are shown in parenthesis (..) after the task title. Subtask titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents.

1. **Direct and Lead Task Force During Planning for the Battle** (ARTEP 71-2-MTP, Task 7-1-3001/5, 3912/3, 3912/10, 3914/4, 3914/5, 3914/6, 3914/8; ARTEP 17-236-11-MTP, Task 17-3-1042/3, 1042/4, 1042/5, 1043/2, 1044, 1050, 1051, 1055; FM 71-2, Chap 7; FM 71-123, Chap 2, 8)

- a. Provide transport services.

NOTE: The TF Support Platoon provides the TF with its primary heavy transportation capability. The Support Platoon may be supplemented with trucks from subordinate Company/Teams or with assets from the FSB or other TF external headquarters. These assets from external TF units, which include ground vehicles and helicopters, may be assigned, attached, DS and OPCON for the duration of the mission or a specific phase of the mission. The command structure for the ad-hoc organization will be determined by the TF Commander or directed from higher headquarters.

- 1) The Support Platoon.

- a) Provides transportation of routine resupply of Class I, III, V and other supplies and equipment to TF subordinate units.
- b) Occupies an assembly area in the TF Field Trains. The Support Platoon trucks transport supplies with daily LOGPAC to LRP.
- c) The Platoon Leader, working for the TF S4, schedules, coordinates, and controls TF transportation assets to move supplies from and between the TF Field Trains, TF Combat Trains, the Brigade BSA, and to units the TF has responsibility to resupply.
- d) The HHC Commander, as OIC of the TF Field Trains, supervises the Support Platoon to ensure assigned missions are executed.
- e) The Support Platoon, as required, provides a truck section designated to support a specific maneuver company/team. As a "slice" to the company/team, the trucks are controlled and utilized as directed by the company/team leadership for normal and routine operations.

- 2) Company/Teams.

- a) Maneuver company/teams utilize their organic supply truck for routine supply operations.

- b) The supply truck is located in the TF Field Trains with the Supply Sergeant. During LOGPAC operations, the supply truck transports company specific items of supply (i.e. mail, Class I, etc.) to the unit.
 - c) The supply truck supplements the Support Platoon for transportation of large quantities of supplies during routine operations as required.
- 3) TF external transportation assets.
 - a) The TF may be provided (attached, OPCON, DS) with assets from Brigade or higher echelons for the transportation of routine supplies.
 - b) Aviation assets may be employed to transport supplies for the TF. It is necessary to obtain/rig/recover air items (e.g., pallets, straps).
 - 1) The S4 coordinates with the S3 Air and Brigade for the employment and utilization of helicopters from division and higher echelons.
 - 2) The S4 coordinates with and through the Brigade S4 and FSB Commander/S3 for the transportation of supplies by fixed wing aircraft. The use of and schedules for fixed wing aircraft will be outlined in brigade and higher headquarters service support plans.
 - c) Command and control of all external transportation assets placed under TF control is coordinated by the TF S4, XO, or Commander with the supporting commander.
 - d) Regardless of the command relationship, the TF S4, as the TF logistics planner and primary staff officer for transportation, determines transportation requirements and assigns transportation missions.
 - e) Unit responsibility to coordinate for air items (pallets, straps, nets, et. al.) for internal and external loads. Also for the recovery of air drop items.
- b. TF S4 coordinates with FSB commander and staff for transport services support.
 - 1) Schedules supply pickup and delivery between the TF Field Trains and the BSA.
 - 2) Coordinates for throughput of appropriate supplies as far forward as possible, such as throughput of Class IV and V material for delivery to engineer job sites.
 - 3) Request, monitor and coordinate supply by air in conjunction with S3.
 - 4) HHC commander assists in the coordination of transportation missions and requirements as the TF S4's representation in the BSA.
- c. FTCP coordinates and manages routine transportation operations.
 - 1) Coordinates vehicle maintenance requirements and manages status of transportation assets within the TF.
 - 2) Classes of supply are transported from the Combat Trains or Field Trains in accordance with previously scheduled LOGPAC times.
 - 3) Special/critical supplies are transported and delivered IAW the TF Commanders directions.

- 4) Routine CSS coordination is performed between company/teams or platoon representatives and the S1/S4 representative.
 - 5) Manages transportation of supplies IAW the LOGPAC plan, ensuring LOGPACs are conducted on schedule and vehicles move in convoys.
 - 6) Exercises responsibility for traffic control on the TF MSR/ASR.
 - d. See Task 1, CCF 29; Task 1, CCF 30; Task 1, CCF 31.
2. **Receive Order from Higher Headquarters** (ARTEP 71-2-MTP, Task 7-1-3901, 3904; FM 71-2; FM 101-5, Chap 4)
 - a. Transportation assets continue with routine or previously directed mission support.
 - b. TF XO and S4 develop planning and preparation timelines for the CSS staff.
 - c. See Task 2, CCF 18; Task 2, CCF 29; Task 2, CCF 30; Task 2, CCF 31.
3. **Conduct Mission Analysis** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3904/3, 3912/1; FM 71-2, Chap 2, 7; FM 71-123, Chap 1, 8; FM 101-5, Chap 4)
 - a. The TF S4 participates in the mission analysis.
 - 1) Determines logistical and transportation specified, implied, and mission essential Tasks.
 - 2) Determines transportation constraints or limitations inherent in the mission.
 - 3) Determines the acceptable level of risk to transportation assets.
 - 4) Provides the TF Commander with analysis of transportation requirements to support the mission.
 - b. The TF Commander, based on the mission analysis and input from the TF staff, establishes priorities of support.
 - c. TF S4, with assistance from the HHC Commander and the Support Platoon Leader, analyzes TF mission.
 - 1) Analyzes the Support Platoon's on-going and routine mission requirements and the current tactical situation.
 - 2) Identify essential transportation tasks necessary to accomplish the new mission.
 - 3) Identify transportation constraints impacting on the TF mission.
 - a) Availability and serviceability of TF controlled transportation assets.
 - b) Road conditions and limitations on transportation routes which will hinder the Support Platoon.
 - c) Quantities of supplies which will be required to be transported.

- d) Types of supplies to be transported, including weight, cube, and cargo-specific handling requirements.
 - e) Special rigging requirements.
- 4) Determine TF internal transportation requirements and assets available.
- 5) Determine external transportation requirements.
- d. See Task 3, CCF 18; Task 3, CCF 29; Task 3, CCF 31.
- 4. **Issue the Warning Order** (ARTEP 71-2-MTP, Task 7-1-3901/1, 3904/2; FM 71-2, Chap 2; FM 71-123, Chap 1, 8; FM 101-5, Chap 4)
 - a. Changes to the task organization of TF transportation assets is included in the TF WARNO as required.
 - b. The S4 alerts subordinate transportation leaders and elements the impending mission with a warning order which addresses the mission, friendly forces, the threat (including Levels I-III in the rear areas), time of operation, special instructions, time and place of OPORD, and movement or preparatory instructions.
 - c. Supplies and other activities which require immediate transportation or movement are specified in the WARNO.
 - 1) The TF S4 directs the transportation of supplies which are required by supported units prior to scheduled LOGPACs (i.e. barrier/obstacle material, CL V, repositioning of personnel).
 - 2) Refuel on the move (ROM) sites are directed to provide CL III upload during movement and repositioning of forces for the upcoming mission.
 - 3) Through coordination with the HHC Commander and Support Platoon Leader, the S4 directs the utilization of Support Platoon assets to rapidly deliver required supplies, equipment, personnel, and material as addressed in the WARNO.
 - 4) As required, company/team supply vehicles are utilized to transport company/team specific supplies ahead of the scheduled LOGPAC.
 - a) Based on quantities and type of cargo requiring immediate delivery and the availability of support platoon trucks, the S4 coordinates to have Co/Tm supply trucks supplement the support platoon.
 - b) As directed by the company/team Commander through the units Supply Sergeant in the Field Trains.
 - 5) TF S4 coordinates with the Brigade S4 and FSB Commander/S3 for additional transportation requirements.
 - a) Additional assets are requested to support anticipated transportation needs. Transportation needs are determined by type of cargo to be transported and availability of trucks.
 - b) Requested transportation assets include ground vehicles and helicopters.

- c) Helicopter support is coordinated concurrently between the S4 and S3 Air and the Brigade S4 and FSB Commander/S3.
 - d. See Task 4, CCF 18; CCF 29; CCF 30; CCF 31; CCF 33.
5. **Commander Issues Guidance** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3904/5, 3912/2; FM 71-2, Chaps 2, 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
- a. Commander's guidance includes the Commander's intent and restated mission.
 - b. TF XO and S4 prioritization of transportation assets for the delivery of command specified supplies is based on the Commander's guidance and priority missions or units.
 - c. Includes requirements and priorities for the transportation of critical supplies which impact on TF tactical mission.
 - d. See CCF 5; CCF 6; CCF 7; Task 5, CCF 18; CCF 21; CCF 24; CCF 29; CCF 30; CCF 31.
6. **Prepare Staff Estimates** (ARTEP 71-2-MTP, Task 7-1-3901/5, 3904/4, 3912/1, 3913/1; FM 71-2, Chap 2, 7; FM 71-123, Chap 8; FM 101-5, Chap 4)

NOTE: Status of task force transportation systems (systems status, critical systems, personnel) is determined and provided to commander and staff. Update includes Support Platoon, other TF internal transportation systems (i.e. company/team supply trucks), external transportation systems under TF control, and transportation of supplies by external assets (such as helicopters or fixed wing aircraft) not under TF control, that affect TF ability to conduct combat operations. Updates provide information on specified transportation equipment, such as supply trucks/trailers, fuel trucks/trailers, medical evacuation vehicles, maintenance recovery vehicles, water trailers, etc.

- a. Transportation planning principles to support combat operations.
 - 1) Planners know what each supported elements are doing, when they will do it, and how they will do it.
 - 2) Predict and anticipate support requirements by the type of transport required, the numbers of vehicles or transportation assets required, and the priority of support (by type and unit).
 - 3) Transport assets organized and structured to provide continuous support.
- b. Determine transportation requirements and priorities.
 - 1) Transportation requirements are estimated and prioritized based on mission analysis and commander's guidance.
 - 2) LOGPAC operations are considered and scheduled. Transportation requirements are determined based on:
 - a) Ensuring supported units have mission specific supplies and equipment prior to mission execution.

- b) Basic loads of water, Class III, IV, V and VII are replenished to prescribed levels.
 - c) Weight, cube, type of cargo for delivery based on subordinate requests and support priorities are used to determine truck requirements.
- 3) Transportation requirements for supplies, equipment, replacements, casualties, and recovery.
 - a) Transportation capability of TF controlled assets (Support Platoon, company/team supply trucks, other assets under TF control) is determined.
 - b) External transportation requirements and possible options for resupply (helicopter, water craft, ground assets under Brigade or higher control) are determined.
- 4) Priorities of transportation support are established based on unit, main effort and supporting effort, class of supply, mission, lift requirement and duration.
- 5) Delivery of mission (command) supplies to support subordinate units mission preparation and execution.
- c. Information to update commander on status of TF transportation assets (support platoon, unit transportation assets, et al) includes:
 - 1) Unit personnel strength, including qualified drivers.
 - 2) Number of systems on hand/operational.
 - 3) Number of systems NMC, to include equipment fault.
 - 4) Number of systems repairable and projected availability.
 - 5) Critical transportation problems are identified, including: haul requirements, terrain conditions which impact on transportability, and requirements for external assets.
 - 6) Status and locations of internal CSS assets conducting routine transportation operations are continuously monitored.
 - 7) The previous LOGPAC schedule is review and modified as required to ensure the transportation of supplies to supported units.
- d. The Logistics Estimate includes transportation considerations:
 - 1) Status of TF internal transportation assets and availability of external assets (vehicles and trucks).
 - 2) Time available for transportation of supplies.
 - 3) Optimum transportation method to deliver supplies and cargo to supported units.
 - 4) Transportation requirements which can be met by LOGPAC, and for those requirements which can not, the requirement to conduct non-routine transportation operations.

- 5) Identify requirements for security and protection of transportation assets during the conduct of operations.
 - 6) Enemy situation, to include threat level during rear operations, as it impacts on transportation operations.
 - 7) The command and control of transportation assets is determined for routine and non-routine transport of high priority cargo (e.g., dozers).
 - e. The transportation estimate is integrated into the total CSS estimate and reviewed by the CSS staff under the direction of the TF XO.
 - f. See CCF 5; CCF 6; CCF 7; Task 6, CCF 18; CCF 30; CCF 31, CCF 33.
7. **Staff Develops Courses of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/8, 3912/2; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
- a. Continuous coordination is conducted within the staff (both primary and special staff) to ensure mission specific and routine transportation requirements are identified.
 - b. TF S4 develops transportation plans to ensure the delivery of supplies, personnel, equipment, and material to support each course of action.
 - c. The transportation support plan anticipates support requirements and translates/assigns available transportation assets to meet the anticipated requirements.
 - d. Backhaul of casualties, damaged/destroyed equipment, EPW's, is included in the transportation plan to maximize transportation capability.
 - e. Transportation plans support the TF commander's guidance for the movement of critical supplies and in support of the main effort.
 - f. Requirements for external transportation are determined and researched by the S4.
 - 1) Coordinates with the S3-Air for employment and utilization of helicopter assets.
 - 2) Coordinates with the Brigade S4 and FSB Commander/S3 on availability of transportation assets within the brigade and higher to support transportation requirements.
 - 3) Coordinates with the Brigade S4 for utilization of fixed wing aircraft.
 - g. See CCF 5; CCF 6; CCF 7; Task 7, CCF 18; CCF 29; CCF 30; CCF 31; CCF 33.
8. **Staff/CDR Analyze Courses of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/8, 3912/2; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
- a. The S4 provides input to the staff on transportation capabilities and requirements during course of action analysis.
 - b. Transportation plans are reviewed, modified, and refined to support each COA.
 - c. Requirements for external transportation assets (ground and aviation) are determined.

- d. See CCF 5; CCF 6; CCF 7; Task 8, CCF 18; CCF 29; CCF 30; CCF 31; CCF 33.
9. **Staff Compare Courses of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/8, 3912/2; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
- NOTE: TF XO ensures CSS staff is updated in their respective areas, that the CSS plan is fully developed and that it will support the tactical operation.
- a. TF XO wargames the CSS plan with CSS staff to ensure tactical plan has needed support and to ensure transportation is available to deliver support where it is needed at required time.
 - b. The S4 participates in the COA war-gaming and provides expertise on transportation capabilities and requirements, such as resources available, loads, constraints, drivers, etc.
 - c. The transportation and service support plans are evaluated during each COA to ensure support of tactical operations.
 - d. The S4 ensures that the transportation plan supports the TF Commander's mission guidance and intent.
 - e. See CCF 5; CCF 6; CCF 7; Task 9, CCF 18; CCF 29; CCF 30; CCF 31; CCF 33.
10. **Commander Announces Decision** (ARTEP 71-2-MTP, Task 7-1-3901/4, 3904/5; FM 71-2, Chap 7; FM 71-123, Chap 8; FM 101-5, Chap 4)
- a. S4 briefs the transportation plan as a component of the service support plan supporting the recommended COA to the TF commander.
 - b. S4 ensures notes are taken on decisions reached and addressed by the Commander to ensure the transportation plan is modified to support the decision.
 - c. S4 gains TF Commander's approval to forward requests for additional transportation support to Brigade.
 - d. Command and support relationships are finalized for transportation assets.
 - e. See CCF 5; CCF 6; CCF 7; Task 10, CCF 18; CCF 29; CCF 30; CCF 31; CCF 33.
11. **Staff Prepares OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/5, 3904/6, 3904/9, 3904/10, 3912/2; FM 71-2, Chap 2, 7; FM 71-123, Chap 8; FM 101-5, Chap 4)

NOTE: TF XO and S4 utilize the notes taken during the COA development and wargaming, the TF scheme of maneuver, and the Commander's decision on the COA and his Mission Intent to develop the transportation support plan.

- a. Develop transport services portion of TF service support annex.
 - 1) Plan transportation and movements.
 - a) Transportation and LOGPAC schedules are completed.

- b) MSR/ASR are identified, to include traffic control measures.
 - c) Utilization plan is finalized which outlines employment of TF controlled transportation assets.
 - d) Transport plan includes provisions for backhaul of equipment/supplies/personnel to maximize asset capability.
 - 2) Coordinate transportation and movements.
 - a) Coordination is made with the Brigade S4 and FSB Commander/S3 on employment of transportation assets not under TF control.
 - b) Coordination is made with the S3-Air to finalize utilization and employment of helicopters for transportation, as well as rigging requirements, loading parties, pickup/delivery routes, etc.
 - b. Review and analyze all plans and orders for transportation impact and provide transportation input to all FRAGOs.
 - c. Prepare, disseminate, and update a CSS plan that supports the commander's concept, identifies the enemy situation, and outlines special safety considerations (e.g., weather).
 - d. CTCP develops and continually updates a plan that provides transport services that support the TF plan.
 - e. See CCF 5; CCF 6; CCF 7; Task 11, CCF 18; CCF 29; CCF 30; CCF 31; CCF 33.
12. **Issue the OPORD/FRAGO** (ARTEP 71-2-MTP, 7-1-3901/7, 3904/11, 3912/2; FM 71-2, Chap 2; FM 71-123, Chap 8; FM 101-5, Chap 4)
- a. Issue Logistics Annex to TF OPORD. The annex includes:
 - 1) Priorities of support, by unit, mission, and type of support.
 - 2) Transportation schedules, requirements and plans to provide required lift support.
 - 3) Updated LOGPAC schedule.
 - 4) MSR/ASR information to support transportation of supplies, equipment, personnel, and materials.
 - 5) Schedules and supplies transported by helicopter and other assets by external assets not under TF control.
 - 6) Transportation operations not included during normal LOGPAC operations (i.e. movement of supplies required by subordinate units for the mission which is delivered outside the scheduled LOGPAC).
 - 7) Employment and utilization of company/team transportation assets in support of TF transportation operations.

- b. The S4 briefs the transportation plan with the logistics support plan to the TF leaders. Special requirements or taskings are identified (e.g., recovery of special items, maintenance and recovery, etc.).
 - c. Briefbacks are conducted by leaders involved in transportation operations to ensure understanding of the transportation plan.
 - d. See Task 12, CCF 18.
13. **Refine the Plan** (ARTEP 71-2-MTP, Task 7-1-3901/8, 3904/12, 3912/2 ; FM 71-2, Chap 2; FM 101-5, Chap 4)
- a. Transportation plan is continually updated and refined based on:
 - 1) Changes to the availability of TF controlled transportation assets.
 - 2) MSR/ASR terrain and weather conditions.
 - 3) Changes in the tactical situation, the enemy situation, and scheme of maneuver.
 - 4) Changes to the availability and scheduling of external transportation assets.
 - b. The transportation plan is refined to ensure that supported units received required supplies, equipment, and material.
 - c. The TF Commanders Intent and scheme of maneuver are used as the basis for providing transportation support.
 - d. See CCF 5; CCF 6; CCF 7; Task 13, CCF 18, CCF 29; CCF 30; CCF 31; CCF 33.

PROVIDE TRANSPORT SERVICES PREPARATION TASK LIST

See CCF 19 for detailed analyses of the preparation process and all associated subordinate tasks. CCF 19 tasks have been incorporated into this task analysis; the sub-tasks provide specific transportation tasks. The subtasks contained in this analysis are considered critical to the accomplishment of CCF 28. Key input/output are listed at pages 20-21. References are shown in parenthesis (..) after the task titles. Subtask titles are either taken directly from an MTP tasks or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents.

14. Command Group conducts and receives briefings (backbriefs/briefbacks)
(ARTEP 71-2-MTP, Task 7-1-3901/10, 3912/1, 3913/5; FM 71-2, Chap 2; FM 71-123, Chap 8)

NOTE: Briefings are conducted and received to ensure the mission plan and commanders intent are understood by leaders and soldiers.

- a. S4, CTCF, and FTCP conduct briefings to the TF Commander, staff, and supported units on on-going and planned transportation operations in support of the mission.
- b. The S4 briefs the Commander, staff, and supported units to changes to the transportation plan.
- c. S4 ensures that the Support Platoon Leader and leaders of all transportation elements under TF control are briefed on transportation plans and schedules.
- d. The Support Platoon Leader briefs drivers on transportation plans in support of the mission.
- e. Briefings on the transportation plan are conducted for and to all leaders involved in transportation operations. Topics included in briefings are:
 - 1) Movement schedules, times, and routes.
 - 2) Status of supplies, equipment, and materials which require transportation.
 - 3) Availability of transportation assets.
 - 4) Status and known location of TF controlled transportation assets (supply trucks/trailers, fuel trucks/trailer, drivers, water trailers).
 - 5) Tactical situation, including friendly forces operations and activities and enemy activities and potential operations.
 - 6) Safety considerations, including rest and maintenance operations.
 - 7) Recovery plan for transportation assets in the event of mechanical failure.
- f. See Task 14, CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.

15. **Command Group and Command Posts (TAC, TOC, CTCP, FTCP) monitor, supervise and direct execution of force protection operations/activities** (ARTEP 71-2-MTP, Task 7-1-3028/3, 3905/2, 3905/4; FM 71-2, Chap 2; FM 71-123, Chap 2)
- a. Transportation of supplies in support of the TF Security Force is managed and directed by the S4/CTCP and the Security Force Commander.
 - b. CTCP and FTCP ensure passive measures are used during the transportation of supplies to Security Force positions.
 - 1) Covered and concealed routes are used to transport supplies to and from the Security Force.
 - 2) Trucks are camouflaged and parked in covered and concealed locations while halted in forward positions.
 - 3) When possible, trucks move to and from forward positions during limited visibility period, utilizing noise and light discipline.
 - c. See Task 15, CCF 19; CCF 25; CCF 29; CCF 30; CCF 31; CCF 33.
16. **Command Group and Command Posts (TAC, TOC, CTCP, FTCP) monitor, supervise and direct TF mission preparation** (ARTEP 71-2-MTP, Task 7-1-3912, 3913, 3914; FM 71-2, Chap 7; FM 71-123, Chap 8)

NOTE: CSS activities at the TF level are organized into the Combat Trains and Field Trains to ease coordination and control and increase security. The TF S4 controls the unit trains, and is assisted by the S1 and HHC Commander. The Combat Trains mission is to provide immediate critical support for combat operations. The S4 is the OIC of the Combat Trains and, assisted by the S1, conduct operations from the Combat Trains Command Post (CTCP). The Field Trains, located in the BSA, provides the linkage between the TF and the Brigade support system. The HHC Commander is the OIC of the Field Trains and conducts operations from the Field Trains Command Post (FTCP). The TF XO oversees transportation operations as a component of CSS from the Main CP.

- a. Main CP (TOC).
 - 1) TF XO provides direction to the S4 in the utilization of transportation assets to support the TF during mission preparation.
 - 2) Tracks information on transportation assets provided by the CTCP, to include status of schedules met, schedules not met, cargo transported, etc.
- b. Combat Trains Command Post (CTCP).
 - 1) Monitors on-going operations and maintains accurate status of transportation assets. Cross-checks information with the FTCP.
 - a) Availability and serviceability of TF controlled transportation assets (vehicles operational, NMC, time available after repairs).
 - b) Status of transportation of supplies, equipment, material, and personnel by aviation assets (helicopter and fixed wing).

- c) Status and location of internal transportation assets conducting resupply of subordinate units (routine LOGPAC and non-routine mission-critical supply replenishment).
 - (1) Supply trucks and trailers (Support Platoon and company/team).
 - (2) Fuel trucks and trailers.
 - (3) Water trailer.
- 2) Coordinate through the FTCP on requests for higher headquarters to supplement the TF with additional transportation assets.
- 3) Supervises and direct employment of TF controlled transportation assets.
 - a) Provides direction to the Support Platoon, through the HHC Commander, on utilization of Support Platoon vehicles to provide support to subordinate units.
 - b) The S4, through coordination with the S3 Air, provides direction to helicopters supporting the CSS activities of the TF.
 - c) The S4, through coordination with subordinate company commanders, supervises and manages the use of company/team supply trucks to supplement the Support Platoon in the movement of supplies.
 - d) Manages the execution of LOGPAC operations delivering routine supplies.
 - e) Exercises control of transportation assets utilizing the TF MSR/ASR.
- 4) Coordinates employment of transportation assets:
 - a) To bring subordinate unit basic load required levels.
 - b) Transport mission critical supply items.
 - c) In support of LOGPAC operations.
 - d) Resupply of attached, OPCON, and DS units.
- 5) Coordinates with the FTCP.
 - a) Collect transportation needs, requirements, and information from forward units and passes it to the FTCP.
 - b) Passes information gained during the LOGPAC meeting which impacts on transportation operations.
 - c) Delivery schedules and locations for future transportation operations.
- c. Field Trains Command Post (FTCP).
 - 1) Monitors on-going operations and maintains accurate status of transportation assets. Cross-checks information with the CTCP.
 - a) Availability and serviceability of TF controlled transportation assets.

- b) Status of transportation of supplies, equipment, material, and personnel by aviation assets (helicopter and fixed wing).
 - c) Status and location of internal transportation assets conducting resupply of subordinate units (routine LOGPAC and non-routine mission-critical supply replenishment).
 - (1) Supply trucks and trailers (Support Platoon and company/team).
 - (2) Fuel trucks and trailers.
 - (3) Water trailer.
- 2) Coordinates with the FSB and Brigade S4 based on directions and instructions from the S4 for supplement of the TF with additional transportation assets.
 - a) Through scheduling supply pickup and delivery with the FSB, determine transportation requirements and forward to the S4 for scheduling of transportation.
 - b) Coordinates reports and maintenance status of vehicles.
- 3) HHC Commander supervises and directs employment of TF controlled transportation assets located in the Field Trains.
 - a) Provides direction to the Support Platoon, through coordination with the S4, on the employment of Support Platoon vehicles to provide support to subordinate units.
 - b) Coordinates with subordinate company Supply Sergeants for the use of company/team supply trucks to supplement the Support Platoon in the movement of supplies based on S4 and company/team commander coordination.
 - c) Ensures transportation assets participating in LOGPAC operations for the delivering routine supplies:
 - (1) Are correctly loaded with requested and required supplies, equipment, material, and personnel.
 - (2) LOGPACs are formed into convoys.
 - (3) The convoy commander and all drivers know the routes (MSR and ASR), road conditions, actions on contact with enemy forces procedures, and have the necessary personal equipment.
 - (4) Ensures that LOGPACs depart the Field Trains at the correct time.
- d. See CCF 5; CCF 6; CCF 7; CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.

17. Commander, commander's representatives, and staff conduct inspections and visits (ARTEP 71-2-MTP, Task 7-1-3903/2; FM 71-123, Chap 2)

- a. The S4 visits the Field Trains to ensure the Support Platoon is conducting transportation operations as directed in the TF Logistics plan.

- b. The HHC Commander, as the S4's agent at the Field Trains, inspects the Support Platoon.
 - 1) To ensure required maintenance is being conducted on the transportation fleet.
 - 2) To ensure that vehicles are loaded IAW the TF SOP and vehicle load plans.
 - 3) To ensure the vehicle drivers and commanders have received appropriate guidance on the conduct of transportation operations.
 - c. Leaders, e.g., the TF CSM, visit the Support Platoon to ensure personnel are properly equipped, understand the mission, are conducting vehicle and equipment maintenance, and that a rest plan is instituted for drivers and vehicle commanders.
 - d. Inspections and visits are conducted to ensure that routine and mission specific transportation operations are conducted as planned during the preparation phase, and that personnel involved in transportation operations know their responsibilities and actions during mission execution.
 - e. See CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.
18. **TF Rehearsals** (FM 71-2, Chap 2; FM 71-123, Chap 2, 8)
- a. **TF Combined Arms Rehearsal.**

NOTE: The TF transportation assets are heavily committed during the preparation phase delivering supplies, equipment, materials, and personnel. When not physically on the road, trucks and their crews are conducting vehicle maintenance, exercising their rest plans, and conducting operations in the BSA which may include loading, unloading, and transporting supplies within the BSA or division supply points, such as CL III and CL V. Due to these commitments, normally the Support Platoon and all the other TF controlled transportation assets do not participate in the TF Combined Arms Rehearsal, or participate with only limited assets.

 - 1) The S4 provides guidance on how the Support Platoon and all other transportation assets will participate in the mission during the rehearsal.
 - a) Transportation assets located in the Combat Trains are identified, to include their loads (i.e. CL III and V), and how they will provide support to forward units during mission execution.
 - b) Transportation assets located in the Field Trains are identified, to include their loads, and how they will provide support IAW the plan.
 - c) Security responsibilities are finalized to ensure transportation assets are provided protection required during transportation operations.
 - 2) The HHC Commander and Support Platoon Leader participate in the rehearsal depending on time available and the status on on-going transportation activities.
 - 3) Based on available time, ROM procedures are rehearsed and finalized to ensure subordinate units can conduct ROM.
 - b. **Support Platoon Rehearsals.**

- 1) The Support Platoon Leader conducts a rehearsal on how the platoon will move during the mission, and what activities and operations it will be required to perform during the mission.
 - 2) Rehearsals will include as a minimum all vehicle commanders.
 - 3) Full-up rehearsals may not be possible due to transportation requirements; they will normally be conducted using sand tables, maps, or other techniques to ensure all leaders understand the TF mission and TF Commanders intent.
 - 4) The transportation rehearsal will include:
 - a) MSR/ASR routes and vehicle formations.
 - b) Mission load requirements.
 - c) Convoy and individual vehicle security measures.
 - d) Reaction drills and SOPs for enemy contact and lost vehicles.
 - e) Actions in the event of maintenance problems during movement and the mission.
 - f) Refuel on Move.
 - g) Changes during mission.
 - c. See CCF 6; CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.
19. **TF plan modified and refined** (ARTEP 71-2-MTP, Task 7-1-3901/8, 3904/12, 3912/2; FM 71-2, Chap 2; FM 101-5, Chap 4)
- a. The S4 informs the HHC Commander and Support Platoon Leader of all changes to the scheme of maneuver and modifications to the transportation plan based on the TF rehearsal.
 - b. The transportation plan is continually updated and refined based on:
 - 1) Changes to the availability of TF controlled transportation assets.
 - 2) Integration of additional transportation assets received from Brigade or higher based on previous requests for augmentation.
 - 3) MSR/ASR terrain and weather conditions.
 - 4) Changes in the tactical situation and scheme of maneuver.
 - c. Refinements to the transportation plan are made to ensure that TF subordinate units receive necessary support.
 - d. The HHC Commander and Support Platoon Leader ensure that all vehicle drivers and commanders receive transportation plan changes and refinements.
 - e. See CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.

20. **Command Post (TAC, TOC, CTCP, FTCP) operations** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; FM 71-2, Chaps 2, 7; FM 71-123, Chap 8)
- a. CTCP and FTCP continuously monitor and update TF transportation plan and assets status (see Task 16). Status of transportation operations, including missions completed and not completed, is maintained.
 - b. CTCP.
 - 1) Integrates Support Platoon and other transportation assets into security plan.
 - 2) Ensures transportation leaders are kept abreast of the tactical situation.
 - 3) Ensures transportation assets are camouflaged and practice noise and light discipline and other directed OPSEC measures.
 - 4) Vehicles are positioned to ensure capability to rapidly move cargo to forward units.
 - 5) Maintains communications with the FTCP, Support Platoon Leader, and vehicles assigned to the Combat Trains.
 - c. FTCP.
 - 1) Integrates Support Platoon and other transportation assets into the Field Trains and BSA security plan.
 - 2) Support Platoon Leader exercises command and control of Support Platoon.
 - 3) Vehicles and Support Platoon equipment is camouflaged and practices noise and light discipline and other directed OPSEC measures.
 - 4) Ensures vehicles are loaded IAW the Logistical plan.
 - 5) Ensures that LOGPAC convoys are organized and conduct operations IAW the LOGPAC schedule.
 - 6) Maintains communications with the CTCP, FSB CP, Brigade Rear CP, and Support Platoon and other transportation assets operating out of the Field Trains.
 - d. See CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.
21. **Liaison and coordination with higher, adjacent, supported and supporting elements** (ARTEP 71-2-MTP, Task 7-1-3913, 3914; FM 71-2, Chaps 2, 7; FM 71-123, Chap 8)
- a. FSB and Brigade Rear headquarters coordination and liaison.
 - 1) The S4 passes instructions and guidance to the HHC Commander on actions and requirements to be coordinated with the FSB and Brigade Rear CP.
 - 2) The HHC Commander, located in the BSA, acts as the TF representative and liaison officer to the FSB and the Brigade Rear CP.
 - 3) Requests for additional transportation assets are processed and coordinated.

- b. The S4 coordinates with adjacent units.
 - 1) To ensure that TF transportation operations do not impact on adjacent unit tactical operations.
 - 2) To coordinate the transportation of supplies and cargo through adjacent units based on the locations of the BSA and other brigade or division supply points.
 - c. Coordination with supported units on transportation requirements.
 - 1) To ensure supply requirements are included and transported in the TF LOGPAC.
 - 2) To coordinate transportation requirements for the movement of supply and cargo not included in the LOGPAC.
 - 3) For moving personnel replacements from the BSA and rear areas to receiving units.
 - 4) Providing additional transportation for mass casualties.
 - 5) To augment subordinate units with transportation support for additional/emergency resupply, maintenance, or evacuation.
 - 6) For use of company/team supply trucks to augment the Support Platoon.
 - d. See CCF 7; CCF 19; CCF 29; CCF 30; CCF 31; CCF 33.
22. **Command Group and Command Posts position to control the battle** (ARTEP 71-2-MTP, Task 7-1-3035, 3036, 3913, 3914; FM 71-2, Chap 7; FM 71-123, Chap 8)
- a. CTCP and FTCP displace to positions which will allow support of the TF during mission execution.
 - b. CP locations are determined based on available cover, concealment, routes which do not allow for detection by the enemy, communications, and security/defense.
 - c. Support Platoon transportation assets which contain emergency loads of CL III and V are co-located with the CTCP for immediate resupply of supported units.
 - d. CTCP controls movement and positioning of transportation assets.
 - e. See CCF 19; CCF 29; CCF 30; CCF 33.
23. **Transportation operations in support of mission preparation** (ARTEP 17-236-11-MTP, Task 17-3 1004, 1012, 1041, 1042, 1043, 1044, 1050, 1051, 1055; ARTEP 71-2-MTP, Task 7-1-3912, 3913; 3914; FM 71-2, Chap 2, 7; FM 71-123, Chap 8)
- a. Provide transport support for movement of supplies and cargo to the TF and subordinate units.
 - 1) Drivers and supervisors load supplies and cargo IAW vehicle load plans and the resupply plan.

- 2) Vehicle loads are inspected prior to the vehicles movement.
- 3) Convoys are utilized to transport supplies and cargo to forward units to enhance protection and security.
- 4) The transportation of supplies and cargo are conducted on the prescribed MSR/ASR. Routes include:
 - a) Start Points.
 - b) Critical points (such are road junctions, choke points, and obstacle networks.
 - c) Check points.
 - d) Release points.
 - e) Scheduled halts (maintenance, fuel [ROM or "service station"], rest).
- 5) Cargo in transit is protected from damage and physical loss.
- 6) Transportation operations are conducted at night.
- 7) Support Platoon and LOGPAC operations.
 - a) The Platoon Leader and PSG coordinate with S4 on ammunition and fuel requirements requiring transportation.
 - b) Vehicles are loaded with all required resupply items (Class I through X), personnel replacements, and repaired equipment.
 - c) The Support Platoon transports LOGPAC with company/team representatives and representatives from PAC, maintenance and supply.
 - d) The Support Platoon resupplies unit in or out of position (tailgate method, service station method).
- b. Provide air transportation.

NOTE: Aerial resupply can be requested and coordinated through supply and command channels for either pre-planned or emergency missions.

- 1) The TF S4 determines requirements for aerial resupply and, based on approval from the TF XO and S3, submits requests and coordinates the aerial request through the S3 Air and supply channels.
- 2) Based on availability of aircraft at brigade or division level, S4/G4 movement control officer will determine if air resupply is appropriate and the S3/G3 will allocate/task aviation assets to perform the mission.
- 3) The S4 exercises responsibly for coordinating supply package composition and packaging with the support unit providing the supplies.
- 4) The S4 is responsible for determining and coordinating PZs for pickup of supplies and coordinating location and suitability of LZs with the receiving unit.

- 5) S4 coordinates disposition and return of all associated air items (parachutes, slings, nets, cargo bags, etc.).
- c. Evacuate personnel and equipment.
 - 1) Vehicles conducting routine LOGPAC and non-routine resupply operations backhaul cargo from forward units.
 - 2) Cargo available for backhaul include:
 - a) Equipment for repairs.
 - b) Personnel and EPWs.
 - c) Casualties, especially including KIAs, are transported separately from other cargo.
- d. See CCF 29; CCF 30; CCF 31; CCF 33.

PROVIDE TRANSPORT SERVICES EXECUTION TASK LIST

See CCF 20 for detailed analyses of the execution process and all associated subordinate tasks. CCF 20 tasks have been incorporated into this task analysis; the sub-tasks provide specific transportation tasks. The subtasks contained in this task analysis are considered critical to the accomplishment of CCF 28. Key input/output and products are listed at pages 19-20. References are shown in parenthesis (..) after the task title. Subtask titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents.

24. **TF Command Posts locate where they can control the battle** (ARTEP 71-2-MTP, Task 7-1-3903, 3401, 3035, 3036, 3913/4, 3913/12, 3914/2, 3914/3, 3914/4, 3914/7; FM 71-2, Chap 7; FM 71-123, Chap 8)
- a. CTCP and FTCP displace on the battlefield as required to control transportation operations in support of the TF.
 - 1) Maintain communications with the TF CP, the FSB, the Brigade Rear CP, and supported units to process and direct transportation operations.
 - 2) Communications are maintained with the Support Platoon to direct transportation missions.
 - b. CTCP is positioned to:
 - 1) Direct Support Platoon vehicles with emergency stocks of critical supplies (such as CL III and V) to rapid deliver supplies to forward units.
 - 2) Control movement on the MSR/ASR.
 - 3) Coordinate and control delivery of supplies by aviation assets (helicopter and airdrop by fixed wing).
 - c. FTCP positioned to allow HHC Commander and Support Platoon Leader to rapidly conduct transportation operations in support of forward units.
 - 1) By delivering critical supplies and cargo (such as CL III, V, NBC decontamination equipment and supplies).
 - 2) Backhauling casualties and damaged equipment or material after delivery of supplies.
 - d. CTCP and FTCP positioned to reorganize or reconstitute transportation assets due to combat or maintenance loss.
 - e. Company/team Supply Sergeant maintains communications with the HHC Commander and Company Team Commander and is prepared to rapidly move to the company/team to support casualty evacuation and to deliver critical equipment (such as NBC suits and equipment).
 - f. See CCF 20; CCF 29; CCF 30; CCF 31; CCF 33.

25. **TF Commander sees the battlefield** (ARTEP 71-2-MTP, Task 7-1-3901/11, 3912/1, 3913/5; FM 71-2, Chap 7; FM 71-123, Chap 8)

- a. CTCF provides reports and status updates to the TF Commander and staff on transportation operations. The S4 and CTCF analyze transportation operations and support and provide the TF Commander with information which will impact on the execution of the tactical mission.
 - 1) Availability of vehicles, vehicle loads, helicopters, and drivers to support the TF.
 - 2) Support Platoon vehicles located at the CTCF containing emergency supplies.
 - 3) Status of supply trucks/trailers, fuel trucks/trailers, water trailers (required for decontamination).
 - 4) Transportation operations on the MSR/ASR providing critical supply support to forward units.
- b. Provides updates on the availability of Support Platoon vehicles which contain emergency classes of supply at the CTCF.
- c. Provides updates on the loss of vehicles due to combat or maintenance failure and the impact of the loss on supporting the TF.
- d. Updates on the locations and status of the CTCF and FTCP.
- e. See CCF 20; CCF 29; CCF 30; CCF 31; CCF 33.

26. **TF Commander directs and leads the execution phase** (ARTEP 71-2-MTP, Task 7-1-3901/11, 3901/12, 3901/15; FM 71-123, Chap 8)

NOTE: The TF Commander works primarily through the TF XO and S4 for the execution of the transportation plan. The TF XO exercises direct control from the Main CP. The TF Commander's role in directing the execution of the transportation plan lies primarily on taking recommendations from the XO and S4 on changing the plan to meet unanticipated events on the battlefield.

- a. TF XO and S4 provides guidance and recommendations to the TF Commander on the employment of transportation assets to support the battle.
- b. Recommendations are based on:
 - 1) Modifications required to the transportation plan generated on battle events not anticipated.
 - 2) Need for executing emergency resupply of company/teams from Support Platoon trucks located at CTCF.
 - 3) Recommendations to conduct planned transportation operations based on battlefield events.
- c. See CCF 20; CCF 29; CCF 30; CCF 31; CCF 33.

27. **TF Command Posts track and support the battle** (ARTEP 71-2-MTP, Task 7-1-3903/3, 3904/14, 3912, 3913, 3914; ARTEP 17-236-11, Task 17-3-1041, 1042, 1043, 1044, 1045; FM 71-2, Chap 7; FM 71-123, Chap 8)

NOTE: The S4 at the CTCP and the HHC Commander at the FTCP support the TF battle by directing the Support Platoon and TF controlled transportation assets to transport combat critical supplies and cargo. The Support Platoon provides the primary haul capability for the delivery of supplies to forward units.

- a. CTCP and FTCP collects, analyzes, and passes processed critical information.
 - 1) Determine impact of loss of transportation assets on the support of the TF.
 - 2) Effects of the battle on the MSR/ASR as they impact on the execution of transportation operations.
 - 3) Tracks and processes requests for transportation support for delivery of critical supplies from TF units and directs transportation assets to support requests.
 - 4) Determines requirements for additional transportation assets and forwards requests to the Brigade S4 and FSB Commander/S3.
 - 5) Integrates into the TF transportation support plan additional trucks and helicopters provided by the Brigade and FSB to supplement the TF.
 - 6) Drivers and transportation operators are updated on the enemy situation.
- b. CTCP and FTCP stay abreast of fighting forces needs and provides updates on how to support transportation requests.
 - 1) CTCP and FTCP monitor TF command net and anticipate/identify support requirements.
 - 2) Requirements are identified based on tactical situation and available transportation assets..
 - 3) Units are contacted to clarify needs.
 - 4) Action is initiated by trains personnel to satisfy subordinate unit's needs.
 - 5) Provide transport for immediate/emergency resupply.
 - a) CTCP and FTCP staff conducts/coordinates transportation for emergency resupply, and coordinates directly with brigade S4 and FSB for transportation of emergency supply and replenishment.
 - b) Critical items onhand/uploaded in vehicles located in combat trains are replaced from Field Trains vehicles when offloaded.
- c. CTCP and FTCP direct Support Platoon to provide required transportation support as follows:
 - 1) Support Platoon provides transport for Class III resupply.
 - a) During planned LOGPAC operations conducted during battle lulls or to uncommitted units and during emergency resupply operations.

- b) Amounts and type fuel needed are identified by type of vehicles requiring fuel.
 - c) Fuel tankers at CTCP replenish loads at the FSB fuel system supply point after pumped dry or based on decisions made by the S4 after approval by the TF XO.
 - d) Fuel tankers at the FTCP rotate forward to replace fuel trucks which have run dry or which are battle losses.
 - e) Support Platoon Leader controls the cycling of fuel trucks from the Field Trains to the CTCP, and from the CTCP to the FSB to get topped off.
 - f) The S4 directs commitment of fuel truck forward to conduct CL III upload.
 - g) ROM is conducted based on the tactical situation (during the TF's movement and prior to direct fire contact and maneuver).
- 2) Support Platoon provide transport for Class V resupply.
- a) During planned LOGPAC operations conducted during battle lulls or to uncommitted units and during emergency resupply operations.
 - b) CL V is loaded on Support Platoon vehicles located at the CTCP configured either for specific company/teams or by type of ammunition. Amount and type fuel needed is identified by type of vehicles requiring fuel.
 - c) The S4 provides guidance and directions to the Support Platoon Leader on replenishment of CL V. Coordination is made through the Brigade S4 and DAO, and based on the quantities required the Support Platoon dispatches the appropriate number of vehicles.
 - d) CL V trucks at CTCP replenish loads at the FSB or nearest ATP/ASP after downloading to forward units.
 - e) CL V trucks at the FTCP rotate forward to replace ammunition trucks which have downloaded CL V or which are battle losses.
 - f) Support Platoon Leader controls the cycling of ammunition trucks from the Field Trains to the CTCP, and from the CTCP to the FSB/ATP/ASP to upload additional CL V.
- 3) Provide transport to supply/resupply pre-stocked caches.
- a) Transportation is provided to move specific types of equipment, material, personnel and other supplies to preselected cache or pre-position locations.
 - b) Unit being resupplies or Support Platoon Leader selects a resupply point out of enemy direct fire.
 - c) Support Platoon Transportation Section transports resupply to prestock points on MSR/ASR and routes which will allow for rapid delivery while reducing loss or destruction of trucks.
- 4) Supply trucks are used to backhaul casualties and damaged material/equipment after downloading CL V and other cargo.

- 5) Supplies and cargo maintained in the TF are unloaded and critical equipment (e.g., dozers, milclies, etc.) is prepared for rapid delivery.
 - d. The S4, S1, HHC Commander and Support Platoon Leader anticipate transportation requirements and continuously update the transportation plan to retain the ability to react to projected changes in the TF situation.
 - e. Transportation assets are provided to move cargo and supplies in support of RACO and "slice" units attached to the TF.
 - f. See CCF 5; CCF 6; CCF 29; CCF 30; CCF 31; CCF 33.
28. **TF conducts battlefield update (METT-T based)** (ARTEP 71-2-MTP, Task 7-1-3902/3, 3913/1, 3913, 3913; FM 71-2, Chap 7; FM 71-123, Chap 8)
- a. The S4 provides correct and current status on transportation operations to the TF S3, XO, and Commander.
 - 1) Updates on transportation assets, to include their loads, which are available to support the TF during the battle.
 - 2) Provides limitations, constraints, shortfalls and problems on transportation systems due to battlefield conditions and combat or maintenance losses as they affect TF support.
 - 3) Updates on requests for higher headquarters to provide transportation assets to correct shortfalls and deficiencies.
 - b. The CTCP and FTCP analyze requests for transportation support and provide recommendations to the TF Commander.
 - c. See CCF 5; CCF 6; CCF 29; CCF 30; CCF 31; CCF 33.
29. **TF conducts the decision making process (accelerated)** (FM 71-2, Chap 7; 71-123, Chap 1, 8)
- a. The S4, through the CTCP and FTCP, initiate actions to provide requested transportation support based on guidance from the TF Commander and XO.
 - b. The S4 and CSS staff in the CTCP and FTCP:
 - 1) React to changing tactical situation.
 - 2) Assess information on transportation support requests from TF units and available transportation assets.
 - 3) Consider capability to provide requested support based on support developed during the planning of COAs or the need to modify the plan to support the tactical situation.
 - 4) Determine the best method for providing the requested transportation support and, after approval by the TF Commander and/or XO, issues FRAGOs to execute requested support.

- c. See CCF 5; CCF 6; CCF 29; CCF 30; CCF 31; CCF 33.
30. **TF consolidates and reorganizes** (ARTEP 71-2-MTP, Task 7-1-3022, 3023, 3908, 3912, 3913/12, 3913/13, 3913/14; ARTEP 17-236-11-MTP, Task 12-3-C019; FM 71-2, Chap 7; FM 71-123, Chap 8)
- a. Transportation support for reconstitute and resupply.
 - 1) Combat and supply status is updated for all assigned, attached, OPCON, DS/GS units to determine transportation requirements for resupply.
 - 2) Transportation services are provided for redistribution of critical supply items (III, V, IX) based on TF CSS supply status.
 - 3) Casualties and captured personnel, equipment or documents are evacuated on returning transportation.
 - 4) The S4 coordinates with the Brigade S4, FSB Commander/S3, and the TF S3 Air for additional transportation (ground and helicopter) to support TF reorganization.
 - b. Transportation functions and organizations are reconstituted.
 - 1) Platoon drivers and supervisors assess damage to vehicle and cargo and remove critical items from nonrecoverable equipment.
 - 2) Redistribute remaining drivers among existing vehicles and prepare to continue the mission.
 - c. See CCF 29; CCF 30; CCF 31; CCF 18.

CALL LESSONS LEARNED RELEVANT TO CCF 28 (EXTRACTS FROM LESSONS LEARNED BULLETINS)

1. Lessons Learned, "Seven Operating Systems" — 31 January 1986

Successful units shift from a garrison "pull" system of supply based on requests to a combat "push" supply system based on prior staff planning. This planning process requires that:

- XO/S-4s incorporate all CSS operators into the service support plan, i.e., S1, BMO, support platoon leader, medical platoon leader or battalion surgeon. These players must stay abreast of the current situation.
- Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.
- The S-4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation.
- The service support plan includes how attachments and other elements, such as the scouts and mortars are to be supported.
- Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit.
- Have the HHC Commander implement the security and communication plan in the field trains. He assists in executing the logistical plan to include any required coordination with supporting agencies.

Pre-Packaged Materials

The unit barrier plan is a powerful combat multiplier on which successful units have capitalized. This success is due to coordination between the engineers and the S4 to determine the class IV/V requirements. Palletized increments of barrier material can be pre-stocked in the BSA until required.

2. Lessons Learned, "Leadership" — 1 July 1987

The ability to efficiently resupply the task force in extended operations is just as critical to mission accomplishment as tactical planning. Here are two training tenets that have been used to improve task force logistical operations:

- Combined Arms Logistic Packages (LOGPACs), wargamed and verified at home station
- NCOs responsible for LOGPAC operations.

The logistic wargaming sessions should consider the specialized needs of both organic and attached units such as mortars and anti-tank platoons. DS units, such as Stingers and Vulcans, should also be considered.

3. **Lessons Learned, "Command and Control System" — 27 February 1987**

Task force success is enhanced by continuous fire support from the mortar platoon. Two shortcomings in providing continuous mortar fire support are task force failure to practice ammunition resupply during home station training, and failure of resupply to keep pace with unit expenditures.

Logistics planning should consider prestocking of ammunition to ensure resupply keeps pace with demand. This takes coordination between maneuver and logistics planners to ensure security of prestock locations and survivability of CSS vehicles conducting resupply operations far forward.

During preparation and conduct of the defense, there must be a system of control for the distribution of barrier materials to the Co/Tms. The task force may distribute barrier material by designating a centrally located task force barrier material drop-off/pickup point.

Successful task force distribution of barrier material has been accomplished by bringing it forward to the Co/Tm area on S&P or 2-ton trucks, directly from the BSA.

4. **Year of Training, "Heavy Forces" — Fall 1988**

- **Focus Forward.** Proactive logistics requires planning and staff estimates. Staff officers at every level must look forward to the next operation.

LOGPACS Work:

The active participation by NCOs in the company logistics team has freed up the officer chain to plan for future operations. LOGPAC planning needs to emphasize content, quantities, and organization.

Push vs. Pull System of Supply (CL III, IV, & V):

Logisticians must be proactive, anticipating needs and pushing supplies forward to sustain subordinates in continuous operations. The same is proving true for brigade and division logisticians now that we are conducting brigade operations. Experienced S4s can frequently be overheard saying something like the following to inexperienced company commanders, "Tell me what you have. I will then tell you what you are going to get based upon the established priorities."

Include CSS personnel in tactical planning process.

5. **Lessons Learned Commanders Comments, "The CS Team" — May 1987**

Current task force level CSS doctrine generally works very well even under demanding circumstances and represents a significant improvement over previous procedures, e.g. most classes of supply pushed forward in convoy under the control of a leader who can navigate (LOGPAC system); and the S-1/S-4 well forward in the Admin/Log Center (ALC) coordinating CSS, keeping track of the battle, and serving as the alternate TOC.

Emergency resupply and initial repair plus casualty and equipment evacuation are accomplished from the TF combat trains. Routine resupply and forward maintenance occur as a result of close coordination between the ALC, the HHC commander in the field trains, and

the parent unit in the Brigade Support Area (BSA). Unit unique repair parts, mechanics, and supplies are integrated into the TF LOGPAC system.

The detailed prioritization of specific CSS actions is a significant chain of command responsibility. Given insufficient POL to refuel the entire unit, do you top off the vehicle closest to the field truck, make a conscious decision to fill some and not others, or employ a specific rationing scheme, e.g., make sure that every tank has at least 100 gallons?

6. Battlefield Logistics No. 91-5 – December 1991

Route signing greatly enhances movement of vehicles along MSRs during convoy operations. Route sign kits prevent confusion at critical points and identify hazardous areas. In the absence of standard route sign kits, temporary signs can be made. Route signs significantly reduce the need for MP employment at static posts, thus conserving manpower for security operations. Signs get damaged, removed, and turned. Routinely check route signs for tampering.

LESSONS LEARNED INTEGRATED INTO CCF 28 TASK LIST

PLANNING

1. Direct and Lead Task Force During Planning for the Battle

Logisticians must be proactive, anticipating needs and pushing supplies forward to sustain subordinates in continuous operations.

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2. Receive Order from Higher Headquarters

3. Conduct Mission Analysis

4. Issue the Warning Order

5. Commander Issues Guidance

The detailed prioritization of specific CSS actions is a significant chain of command responsibility.

6. Prepare Staff Estimates

Focus Forward. Proactive logistics requires planning and staff estimates. Staff officers at every level must look forward to the next operation.

LOGPAC planning needs to emphasize content, quantities, and organization.

7. Staff Develop Courses of Action

Successful units shift from a garrison "pull" system of supply based on requests to a combat "push" supply system based on prior staff planning.

- XO/S4s incorporate all CSS operators into the service support plan, i.e., S1, BMO, support platoon leader, medical platoon leader or battalion surgeon. These players must stay abreast of the current situation.
- Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.

- The S-4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation.
- The service support plan includes how attachments and other elements, such as the scouts and mortars are to be supported.
- Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit.
- Have the HHC Commander implement the security and communication plan in the field trains. He assists in executing the logistical plan to include any required coordination with supporting agencies.

Include CSS personnel in tactical planning process.

8. Staff/CDR Analyze Courses of Action

9. Staff Compare Courses of Action

The logistic wargaming sessions should consider the specialized needs of both organic and attached units such as mortars and anti-tank platoons. DS units, such as Stingers and Vulcans, should also be considered.

10. Commander Announces Decision

11. Staff Prepares OPORD/FRAGO

Pre-Packaged Materials

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Logistics planning should consider prestocking of ammunition to ensure resupply keeps pace with demand. This takes coordination between maneuver and logistics planners to ensure security of prestock locations and survivability of CSS vehicles conducting resupply operations far forward.

12. Issue the OPORD/FRAGO

13. Refine the Plan

PREPARATION

14. **Command Group conducts and receives briefings (backbriefs/ briefbacks)**
15. **Command Group and Command Posts**
16. **Command Group and Command Posts**
17. **Commander, commander's representatives, and staff conduct inspections and visits**
18. **TF Rehearsals**
19. **TF plan modified and refined**
20. **Command Post (TAC, TOC, CTCP, FTCP) operations**
21. **Liaison and coordination with higher, adjacent, supported and supporting elements**
22. **Command Group and Command Posts position to control the battle**
23. **Transportation operations in support of mission preparation**

The ability to efficiently resupply the task force in extended operations is just as critical to mission accomplishment as tactical planning. Here are two training tenets that have been used to improve task force logistical operations:

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Successful task force distribution of barrier material has been accomplished by bringing it forward to the Co/Tm area on S&P or 2-ton trucks, directly from the BSA.

EXECUTION

- 24. **TF Command Posts locate where they can control the battle**
- 25. **TF Commander sees the battlefield**
- 26. **TF Commander directs and leads the execution phase**
- 27. **TF Command Posts track and support the battle**

Task force success is enhanced by continuous fire support from the mortar platoon. Two shortcomings in providing continuous mortar fire support are task force failure to practice ammunition resupply during home station training, and failure of resupply to keep pace with unit expenditures.

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- 28. **TF conducts battlefield update**
- 29. **TF conducts the decision making process (accelerated)**
- 30. **TF consolidates and reorganizes**

CCF 28
CRITICAL TASKS AND OTHER LINKAGES

TASK**OTHER LINKAGES**

1. Direct and lead task force during planning for the battle

STP 21-II-MQS (Officers)

- Conduct convoy operations (01-720.75-0100)

7. Staff develop courses of action

STP 17-12II-MQS (Armor Officers)

- Plan a tactical road march at battalion/squadron level (01-1240.00-0017)
- Plan assembly area activities at battalion/squadron level (01-1240.00-0021)

STP 7-11II-MQS (Infantry Officers)

- Conduct preparation for combat (04-3317.02-0001)
- Plan tactical road march at the battalion level (01-3317.04-0007)
- Plan assembly area activities at the battalion level (01-3317.04-0008)

16. Command Group and Command Posts (TAC, TOC, CTCP, FTCP) Monitor, supervise and direct mission preparation

ARTEP 17-236-11-MTP (Support Platoon)

- Process vehicle commitment order (551-721-1325)
- Inspect personnel, equipment, and defensive positions for proper camouflage (051-191-2354)
- Conduct troop leading procedures for an operation (071-326-3049)
- Inspect personnel/equipment (071-328-5301)
- Perform operator maintenance on a wheeled vehicle (071-333-6007)
- Conducted before/during/after operation checks and services of assigned equipment (091-499-1400)

TASK

20. Command Post (TAC, TOC, CTCP, FTCP) operations

23. Transportation operations in support of mission preparation

OTHER LINKAGES

STP 17-12II-MQS (Armor Officers)

- Plan and direct CSS operations at company level (3-1270.00-0002)

STP 7-11III-MQS (Infantry Officers)

- Conduct preparation for combat (04-3317.02-0001)

STP 21-24-SMCT (SL 2-4)

- Perform duties as Serial/March Unit Commander (551-721-3348)
- Direct convoy defense operations (551-721-3352)
- Prepare a strip map (551-721-3359)
- Perform duties as Convoy Commander (551-721-4326)

ARTEP 17-235-11-MTP (Support Platoon)

- Navigate from one point on the ground to another point mounted (071-329-1030)
- Offload ammunition from transport (093-400-1125)
- Load ammunition for transport (093-400-1129)
- Perform ammunition sling-load operations (093-400-1231)
- Select, withdraw, and prepare supplies and material for issue or shipment (101-518-1178)
- Direct the unloading of supplies (101-518-2152)
- Perform safety inspections (101-518-4160)
- Load package products on vehicles and railcars (101-519-1108)
- Prepare daily issues of petroleum products (101-519-1167)

TASK

OTHER LINKAGES

- Load and unload 1,200-gallon tank trucks (101-519-1171)
- Sling-load packaged petroleum products (101-519-1178)
- Operate vehicle in snow and ice (551-721-1309)
- Operate vehicle in sand (551-721-1310)
- Operate vehicle off road (551-721-1311)
- Operate vehicle in convoy (551-721-1312)
- Prepare vehicle for movement/shipment (551-721-1317)
- Drive vehicle under blackout condition (551-721-1319)
- Transport general cargo (551-721-1322)
- Transport personnel in truck (551-721-1323)
- Transport dangerous and hazardous cargo (551-721-1324)

PROVIDE TRANSPORT SERVICES REFERENCES

ARTEPs

71-2-MTP	The Tank and Mechanized Infantry Battalion TF, Oct 88
71-3-MTP	Heavy Brigade Command Group and Staff, Oct 88
17-236-10-MTP	Task Force Maintenance Platoon, Dec 87
17-236-11-MTP	Task Force Support Platoon, Nov 87
17-236-12-MTP	Task Force Medical Platoon, Dec 87

FMs

63-2	Division Support Command, May 1991
63-20	Forward Support Battalion, Feb 1990
63-21	Main Support Battalion, Aug 1990
71-1	The Tank and Mechanized Infantry Company Team, Nov 1988
71-2	The Tank and Mechanized Infantry Battalion Task Force, Sep 1988
71-3	The Tank and Mechanized Infantry Brigade, May 1988
71-123	Tactics and Techniques for Combined Arms Forces, Sep 1992
10-14-2	Guide for Battalion S4, December 1981 w/C1 dated Sep 1986
100-5	Operations, May 1986
100-10	Combat Services Support, Feb 88
101-5	Command and Control for Commanders and Staff (Draft), July 1992
101-10-1/2	Staff Officers Field Manual, July 1990

STPs

7-11II-MQS	Military Qualification Standards II, Infantry Branch (11), Company Grade Officer's Manual, July 1991
17-12II-MQS	Military Qualification Standards II, Armor Branch (12), Company Grade Officer's Manual, Feb 91

21-II-MQS	Military Qualification Standards II, Manual of Common Tasks, for Lieutenants and Captains, Jan 91
21-24-SMCT	Soldier's Manual of Common Tasks, Skill Levels, 2-4, Oct 92

PUBLISHED LESSONS LEARNED

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